

CONNECTICUT INDUSTRY J U L Y 1 9 4 1



DEDICATION of New Pratt and Whitney 48,000 foot addition to its gage department May 23, 1941, marks another milestone in Connecticut's outstanding defense efforts. Lieut. Gov. Odell Shepard is on speakers' stand and back of him at left is Brigadier General G. M. Barnes of the Washington Ordnance Office (Chief Speaker) and Col. E. A. Deeds, Chm. Niles-Bement-Pond. (See news item page 19.)

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Advice to a Graduating Class*

By E. KENT HUBBARD

And now that you men, who have run successfully the gauntlet of the five year courses, are tonight receiving fitting recognition for your efforts, what are you going to do with all your tomorrows?

I put that sober question to you at the most critical time in the history of free men since the Magna Charta was signed over 1,000 years ago. When you started your vigilant self-sacrifices with the long view of satisfying your laudable self-interests, you doubtless gave little thought to the terrific responsibilities that would be thrust upon you if you had the courage to take them five years hence. But these responsibilities are here tonight, begging you to take them for the protection of free men everywhere, who believe in the sanctity of the individual and the all-seeing wisdom of our Creator—not in the ravings of an ersatz God who would enslave men. How you respond to these heavy responsibilities that will be thrust upon you by the industries with which you are affiliated, and by the audible cries and silent prayers of millions who look to you and thousands of other leaders capable of forging anew the weapons that will renew old world freedoms and guarantee ours, will be the measure of your education in the months and perhaps years to come.

But after the last shot is fired, then what? Your responsibilities will certainly not be less. No, they will be even greater in forging the tools of peace, and in doing the part that only truly educated men can do in teaching the world how to use them.

Yesterday the American business man conquered a continent and laid the foundations of our industrial system of free enterprise, and later created the most efficient productive machine the world has ever known. Tomorrow the American business man, in cooperation with the American worker, must create a society in which the ideals of democracy shall be translated into economic realities—a world in which men will always be given consideration above the things they create. If it is to be a world worthy of the now latent possibilities of men, it will be one full of positive action—not negative . . .

The world in which you are about to commence your larger responsibilities is now in revolution. After the present armed conflict, to which you will doubtless make substantial individual contributions at your various factory posts, the revolution will still continue by consent, or by a terrible senseless upheaval of masses with hatred in their hearts. . . . How all creative individuals can expand their measure of good to ever larger groups of our society under our industrial enterprise system, and thus avoid the dangers of collectivism, is a problem that must be the continuing concern of the business man today, if he would build the necessary foundation for right action tomorrow. . . .

* Part of Commencement Address delivered at graduation exercises, Bridgeport Engineering Institute of Bridgeport, June 6, 1941.

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SO YOU WANT FOREIGN TRADE —THEN HITLERISM MUST GO!

By D. C. KING, Editor, "Adequate Profits",

Bigelow, Kent, Willard & Company

FOREIGN trade as we know it needs a democratic atmosphere to draw its breath in. Yet the democratic world today is in great peril. Unless United States factories work at top speed to protect them, both our way of doing business and our way of life may be lost. Free enterprise, free economy—these may be things for our children to read of wonderingly in history books. As long as the Nazis don't burn the books!

If we slouch and slump along until we let Hitler win, it will mean the loss to American industry of over a billion dollars a year in European export trade. Europe was our most important foreign market before the War. Are we satisfied to be squeezed out of this profitable business by the German barter system, by the Nazi government monopoly?

Germany's trade technique is all too familiar by now. Political encroachment follows economic penetration every time. First they make the customer dependent on them for markets, then they apply the pincers. Their demands come curt as a whip after that, full of good Teutonic arrogance. Give us airline concessions! Put Nazi sympathizers in all your key posts! Use only German military equipment. Let Nazi officers organize and instruct your army!

The customer-nation may squirm a little, but in the end it gives in weakly on every point. What chance would we have of doing business with such a country? Yet that country will be every country if Hitler wins.

In the event of a German victory there will be no such thing for American industry as shopping around the world for better business. If we get any orders at all from the Big Three—Germany, Russia, Japan—they will be of the take-it-or-leave-it variety. One trades with the totalitarian countries on *their* terms.

We like to feel that Latin America is our special preserve. Certainly, after years of neglect we are doing what we can to make it so. But it is wishful thinking to tell ourselves that Hitler

will not exploit that rich land south of the Rio Grande the minute he can get at it. It will be a natural coming together of markets. The republics have the raw materials he needs, and will make ready customers for his industrial products.

South America has long been riddled with German agents. They are warring on us already, guaranteeing to undersell all U. S. goods by as much as 30% as soon as deliveries can be made. A promise to make the eyes of any businessman glisten! Our prices have to include profits, but Germany can afford to be unconcerned about such matters. At any rate, for as long as it takes to put us out of the running.

There is probably no place in the world where trade beats everything else to a greater extent than in Latin America. It is the one important recipe for friendship there. Knowing that, we still let the Germans forge ahead of us. A South American trade magazine picked up at random a year ago showed 2 ads of American firms as against 64 of German.

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For those who have had doubts about the role we would be assigned in a Nazi-dominated world, the "peace terms" published by the Japan Times Advertiser ought to be illuminating. The terms announce frankly that, according to "the law of nature", the strongest powers will develop the

world and determine spheres of influence. With a bow to geography they acknowledge that South America would be in *our* sphere of influence.

Having graciously given us the continent in one paragraph, they hurry to take it back in the next. They stipulate that we shall not "undertake to form hegemony over South America inimical to the Axis."

In other words, with all of Europe a corporate state under the Reich, it would be "hands off" for us there as far as trade or anything else was concerned. But South America would be kept wide open—to let the Nazis push in any time they liked. Moreover, the "peace terms" see to it that we would have neither the army nor the navy to make more than a feeble gesture when the inevitable threats to this hemisphere came.

Since these terms are undoubtedly a "feeler", they must have been designed to look as attractive to us as possible. It has to be assumed, then, that they are not the totalitarian idea of a harsh bargain. Rather they represent the Axis at its mushiest—just a nice, soft offer to tempt us.

We have indeed grown flabby of spirit if we can contemplate such a deal. But if we allow England to be defeated what alternatives would we have?

We could fight alone, with our back to the wall as Britain has had hers since Dunkirk. Without an ally, without a friend, left to face a hostile world bristling with guns, all aimed in our direction. Without the bastion of the British Isles to aid us, and with the remnants of the British fleet possessed by our enemies and used against us.

Or we could retire into the isolation which so many of our leaders have been preaching. Then the same Arctic night that descended on Europe would fall tragically on us.

This once great country, stripped of its foreign trade, forced in upon itself, would have no other purpose than to arm furiously for defense. Worse than that, we would be out-

classed from the beginning. For all the slave labor then under the lash of the "Master Race" would be set to work against us.

Our potentialities are enormous. Our mass production can save the day for us now if it will. But let the shipbuilding and arms producing capacities of the entire rest of the world unite to outstrip us, and our own productive capacity will shrivel by comparison. With hardly a whimper we will be following the totalitarian pattern ourselves—standard of living, *down*; government control, *up*. We will do it because there will be nothing else left for us to do.

Can we escape the creeping paralysis of the other democracies, can we come out of our drugged sleep in time? We are told it will take an all-out effort on our part to defeat Hitler. In the face of that we not only still put butter before guns; we go on placidly adding jam to the butter. With both Germany and Britain devoting more than 50% of their energies to war supplies, only 15% of our production is expected to go into armament and defense channels this year.

We do not act as if there were a possibility that our civilization may crash. Instead we beguile ourselves with silly yarns. We repeat the story of how the Nazis are suffering from a shortage of oil. How the morale of the German people is low and the regime about to crack up. These little fairy tales make us complacent and unafraid—two of the worst things that could happen to us. We need to learn one of the important lessons of this war—countries that perceive their danger too late, scramble to arm themselves too late.

For years we have not admitted that the Nazis meant what they said. Even though we knew the things the Third Reich stood for—marching men, mass hysteria, fanaticism and sacrifice, espionage and terror—we preferred to imagine this had nothing to do with us. We heard tales of the German army exultantly singing:

Today we own Germany,

Tomorrow the whole world.

But we struggled that off.

And all the time Hitler was welding the whole of German life into a supreme effort for total war, until now the civilized world has to face the most formidable challenge in history.

It seems incredible that so many of us still do not believe in the possibility of disaster—refuse to understand the cataclysmic period we are living

through. A revolution is rocking the world, a struggle for existence between two cultures, and we may be shaken to our roots by the outcome. Such a contest cannot be won by a good-natured, easy-going effort. It cannot be won by business as usual.

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If we want our country to *remain* our country, we had better stop arguing and do something about it. National Socialism rose by arms. It must be destroyed by arms.

Yet there are thousands of Americans today who are playing Hitler's game. They are not traitors, they are not spies. Some are university professors, in fact; others, prominent businessmen, army and navy officers, politicians of good reputation. They probably have no disloyal intent; nevertheless they are producing confusion of thought and contributing largely to the disunity of the country. They are helping to fertilize the field for the dread Nazi crop just as France was fertilized for it.

We know now how France entered the war—with the country split in two and pessimism and defeatism in every French heart. The American correspondent Edmund Taylor wrote about it in "Strategy of Terror." People going around in bewilderment asking each other, "What are we fighting for?"

One pictures the entire French nation shaking like so many leaves in the breeze every time a new piece of propaganda drifted across the German border. Even before a shot was fired the war was lost, Hitler's conquering hand was cold upon the land.

The warning for us in all this is that the French people were not

united. Perhaps their misery and despair unite them now.

In the United States the Nazis' chief ally is the indifference of so many of us to what is going on. Hitler has imbued the German people with a faith. To us it seems diabolical, but it is a faith nevertheless. He has given them glory to wipe out their past defeat, and fired them with a desire to conquer the world. They would lay down their lives for the Fuehrer gladly. What a contrast to the apathy of our own people!

There has never been a time when it was so vital for us to face our situation realistically. But there is nothing clear-cut about our thinking. We are still deluded enough to imagine that human lives everywhere can be in what Frederick Schuman calls "a mad and embittered flight before disaster", and yet it cannot happen here.

We appear reluctant to make any decisions without qualifications. (A majority of the people are willing to use convoys—but only if Britain would otherwise be defeated.) We discuss, procrastinate, obstruct. (The Lend-Lease bill committed us to the policy of all-out aid to Britain; still we haggle over making that aid really effective.)

The Nazis know the value of time even if we do not. They know that if we continue to fritter time away in such a crisis we stand a good chance of being on the losing side. And they count on the thread of pacifism running through public opinion to keep us in a state of indecision.

Many people say they do not want to send their sons across the water to be killed. They seem to feel that the country today has a choice between fighting or not fighting. Actually the choice is whether to fight now, while we can still keep Great Britain afloat, or to wait until later, when we will face a strengthened enemy alone.

The fact is, of course, we are in the war already. Only we are being assaulted in ways we do not always recognize. The war began for us when Hitler's agents started seeping into the country. It takes its toll in sabotage of some kind almost every day.

We ought to know by now that the Nazi regime will stop at nothing. It leaked out recently that they have liquidated a portion of their own population—the old, the insane and the hopelessly sick. Since these could contribute nothing to the war effort they were considered an unnecessary burden

(Continued on page 6)

A BUSINESS MAN'S VIEWPOINT ON RESEARCH

By F. R. HOADLEY, *President, The Atwood Machine Co.*

Editor's Note. This article includes the major portion of Mr. Hoadley's remarks at the Research Day meeting at Connecticut University, May 16, 1941.

TODAY Industry is "all out" for defense. It is charged with its responsibility for the preservation of our freedom. The components of Industry are labor, materials, money, and management, but men must furnish them all. Men, in whatever walk of life, must see to it that nothing clogs or fetters defense; the defense of free private enterprise, representative democracy, and civil and religious liberty.

It is unfortunate that men seldom appreciate their blessings until they are taken from them. It is not enough for Industry to limit its energies to defense alone, because we must not forget tomorrow. Some day this emergency period will end, and we must prepare now to meet the serious economic readjustment which will follow. We cannot perpetuate our way of life without safeguarding our economy from internal weaknesses as well as external threats.

America now has the appearance of becoming prosperous by the production of guns, tanks, and bombing planes. But what we are experiencing is only a pseudo-prosperity.

The machines of war, while essential to our national safety, are not wealth creators. The need for real wealth creation is greater than ever before. The gigantic tax burden we will face as a result of this armament program can be met only by producing vastly greater quantities of new wealth in the form of goods and services for enjoyment of a high plane of living. Only by creating more wealth than ever before can we create the jobs which will be needed tomorrow.

The first step toward expanding wealth creation is research—research to find new products, new processes, new industries. . . .

American industry knows the value of research. It operates almost 2300 industrial research laboratories, and employs in them about 65,000 scientists



F. R. HOADLEY

and technicians. Industry's research budget is more than \$300,000,000 a year. Industrial management recognizes research as one of our greatest creators of prosperity, one of our most potent forces for progress. It recognizes that research has been America's No. 1 job creator.

Research Cuts Costs—Increases Jobs

Employment is relatively greatest in those industries in which scientific and technological progress has been greatest, as in the electrical, chemical, automotive, and motion picture industries. Depression experience proved that unemployment was most serious in those industries which have been relatively slow in taking advantage of scientific development and inventions.

Within the memory of living men, electricity has come into practical use. It has been harnessed and put to work through the ingenuity and hard work of scientists, experimental engineers, inventors, and thinkers—research minded pioneers. Today more than a million persons are employed in the telephone, telegraph, and radio business, in the manufacture and distribution of electrical machinery, apparatus,

and supplies.

As recently as 1920 not a single major chemical company was listed on the New York stock exchange. The American chemical industry is virtually a development of about the last 20 years. It has been based on scientific research and invention. Now it is the third largest industry in the United States. The jobs in it are the product of science.

We are now just on the threshold of what may be one of the greatest industrial developments of all time—that of the synthetic chemical industry—the manufacture of innumerable products from raw materials like farm crops, petroleum, coal, air, salt, and water. Some say we are entering an age of plastics.

The synthetic chemical industry will be the Miss America of tomorrow. Research is her father.

Already this industry is reducing our dependence on Japanese silk. It is giving Americans jobs producing fine fabrics, like nylon and rayon. Industry has become the farmer's greatest customer. Plastics are made of cornstalks, of skim milk, and other agricultural products. Rayon uses great quantities of cotton linters. Sweet potatoes are being utilized to make glue. Improvements in the automobile, the airplane, and in rubber tires have involved use of soy beans and of other farm crops. One chemical company alone buys every year 16,000,000 pounds of cotton, 700,000 pounds of cottonseed oil, 36,000,000 pounds of cotton linters, 36,000,000 bushels of corn, 38,000 tons of wood pulp, and 46,000,000 gallons of molasses. This means American jobs in transforming American raw materials into American products.

Research has put more money in the working man's pocket, and it has made that money go further.

The average factory worker in the United States today earns \$31 a week, according to the National Industrial Conference Board. His father or grandfather in 1914 earned less than \$13 a week. In terms of real wages, the pay check of today will buy 76 per cent more than in 1914. There has been little or no increase in the ability of the

individual in this period. The improvement has been in the machines with which the individuals work. It is technology which has raised the worker's earning power, and made price reductions possible.

The average new automobile in 1940 sold at retail for \$778. Fifteen years earlier the average price was more than \$1,000.

In 1888 aluminum was used to cap the Washington Monument. It cost \$1.10 an ounce and was so rare Tiffany displayed it. Today aluminum is about one cent an ounce.

Since 1930 the price of evaporated milk has been cut in half.

This is typical of price reductions in recent years.

All of this progress has taken place as a result of research and invention—improvement in raw materials, in products themselves, and in the production processes and equipment with which they are made.

Research has given us most of the goods and services which distinguish our high standard of living, and it has made them available at prices which millions could meet.

Today's frontiers are in the laboratories and machine shops of industry. Here is where the new jobs, new industries, new goods, and new services of tomorrow must be created.

Examples of Benefits

Although many companies have done a research job of which America can be proud, research is still one of the least developed resources of the nation. In the research which has not been done, America may have missed many a nylon, neoprene, polaroid, or even an automobile industry.

Industrial research is not only a major source of national prosperity with unlimited potentialities, but it pays dividends to the companies which engage in it.

One of the largest chemical companies in the United States reported recently that 40 per cent of its sales were accounted for by 12 new lines of products developed within the last 10 years.

A company producing building materials has stated that 42 per cent of its sales were of products developed during the preceding 10 years.

A company manufacturing products from cork reported that 24 per cent of its sales were of products developed within the preceding 7 years.

A paper manufacturing company turned its waste products into a plastic

material which holds promise of becoming a major source of income for it.

Bakelite, one of the first plastics to be developed, now has more than 15,000 patented uses.

No company is too small to conduct research. By research a middle-western business man found a way to half-sole a shoe for a dime. He developed and patented a rubber stick-on half-sole and organized a corporation to produce it. Now he has sold more than 150 million pairs. He created a business by research.

A relatively inexpensive material for polarizing light was a discovery of a youthful scientist who was a university student. The discoverer is now president of a corporation which has experienced phenomenal growth.

Many companies have grown from small beginnings to great, successful enterprises by exploring new frontiers through systematized research. For hundreds of companies research has created new products, improved present products, or transformed waste materials into profitable products.

Research benefits industry and the public—producer and consumer, employer and employee—the nation as a whole and the individuals who constitute it.

How Much for Research?

What can we as manufacturers do about expanding it to make way for prosperity after this defense emergency?

The National Association of Manufacturers recently completed a survey of company research budgets. It found that 181 manufacturing companies, about 8 per cent of all that are known to have laboratories, spend in the course of a normal year 2 per cent of their gross sales income for research. Many spend 10 per cent or more. Two per cent is the median for the 181 companies studied. The figure was highest in small companies—probably because there is a certain irreducible minimum. The chemical and allied products industries reported the highest expenditures. Four per cent of gross sales income was the median for 28 companies in this field.

Dr. Karl T. Compton, president of the Massachusetts Institute of Technology and chairman of the N. A. M. Advisory Committee under whose guidance this study was made, declares that if all American industry invested 2 per cent of its gross sales income for research, there could be mobilized in America a quarter of a million scien-

tists and engineers and a billion dollars a year for the development of new goods, new services, new industries, new jobs, and new sources of wages and salaries.

There—in research—is the accelerator of American progress.

Company expansion of research is consistent with the profit motive which is the dynamo of private enterprise.

This program of expansion of research is one of industry's answers to the question of what to do to prevent a post-war depression. The program is specific. Achievements of far-reaching importance are possible. Companies which may not be justified in establishing laboratories of their own can move in the right direction by following one of the following methods of using research.

1. Engaging the services of private laboratories or engineering consultants.
2. Hiring a young engineer or scientist and giving him a relatively free hand to study the company's products, processes, and technical problems.
3. Providing a fellowship at a university for a graduate student to study some specific problem.
4. Engaging the services of a research foundation where many trained scientists are available to apply their talents to a company's needs.
5. Obtaining the services of a trade association equipped to carry on research in the company's particular field, perhaps cooperatively for an entire industry.

Science and industry are working hand in hand on this program. A third necessary member of the team is Government. Its function is to provide the national policies which enable research and the brain children of research to thrive in industry.

The Hazards

Investment in research is one of the most hazardous of all investments. It needs encouragement by favorable national policies. Only venture capital will be risked in the launching of new enterprises dependent upon new inventions or discoveries. The chances of loss are too great for funds to be forthcoming for such activities unless higher than normal profits are possible. There has been too great a tendency to frown on high profits in recent years, regardless of circumstances. The best interests of society are served by providing ade-

quate incentive through profits, not by blind adherence to a philosophy of restriction of income.

Only a small fraction of the new products and processes upon which money is spent for research and development ever return *any* profit. Each successful idea must bear the expense of this costly search for the one needle in a haystack.

More than three million dollars was spent in research and development on diesel locomotives before the project returned a single dollar in commercial income. There was still a long way to go before the production of the locomotives was profitable. One industrialist emphasizes this long costly process which is common to all new products and processes by a framed slogan on the wall of his office which reads "Seven years from laboratory to freight car".

Tax policies which reduce the amount of income available for research and development are handicaps to employment creation. Federal income tax allowance for depreciation on equipment is often so low that companies find it impossible to replace obsolete machinery with new equipment which would bring the benefits of technological advance.

It has frequently been suggested that allowance on corporation income taxes

be made for funds invested in research. This may be worthy of serious consideration if industry is to be encouraged to expand to create jobs and prosperity.

Patent protection provided by the government is one of the primary incentives to research and invention. Abraham Lincoln truly said: "The patent system added the fuel of interest to the fire of genius".

Doubts frequently have been raised in the last few years as to whether the government would continue to provide sound patent protection. Any cause for such doubts should be promptly removed. . . .

Science—Our New Frontier

When Washington's army was demobilized after the American Revolutionary War, the men who had been soldiers could take their families to the frontier west of the Alleghenies and find new opportunities for progress and prosperity.

When the Civil War was over, homesteads were offered on the frontier west of the Missouri.

There is no geographical frontier awaiting the boys who are in the army now. They are dependent on science. Research scientists, inventors, and engineers must blaze the trail to their new worlds—to their new jobs.

There are those who say that the problem is too big even for science. There are those who say that science failed us after the last war. Perhaps it was not chemistry and physics that failed, but social science—the economics of distribution, the political science of taxation and government, and the sociology of human welfare and happiness.

The potentialities in the physical sciences grow as we advance; each generation builds on all of the knowledge that has been accumulated before. A large part of all that we know in the social sciences must be learned anew by each generation.

Many a nation has traded in its democratic self-government for an obsolete dictatorship, but electric lights are not abandoned for candles, nor airplanes for ox carts. . . .

The great benefactor of mankind, Pasteur, once said: "In our century science is the soul of the prosperity of nations and the living source of all progress. Undoubtedly the tiring discussions of politics seem to be our guide; they are empty appearances. What really leads us forward is a few scientific discoveries and their application."

In that is the text for the future of America after this emergency has passed.

SO YOU WANT FOREIGN TRADE (Continued from page 3)

on hospital facilities. The Gestapo is said to have carried out the campaign as coldbloodedly as if it had been rounding up stray cats to be chloroformed. The authority for the story is the official monthly organ of the Vatican.

There is something terrifying about a government that can thus destroy part of its own people. It makes us wonder if we could ever meet such an enemy except at a dreadful disadvantage.

The truth is, though, we have one weapon with which we are more than a match for them. That is our great industrial machine. No country can beat us at what Major de Seversky calls the "tug of war of production", unless we let them.

But Germany is not going to be licked by our immense capacity. That capacity has got to be worked to the very limit first. Planes on order, tanks in the blueprint stage—these are not enough to halt the Nazi might. We will have to turn out plane for plane, hurl ton for ton of steel, before we

IF AMERICA is going to be tough enough to survive in this jungle contest that is going on, it will be her industrialists with the full co-operation of government and labor that will make it possible. The fight is being waged now in all the plants in the land. But however splendid the effort, it is still not enough. It has got to be a total effort. No more going about our usual routine and hoping to whisk out defense orders on the side.

Every factory has got to work to the maximum of its capacity. Worker and executive alike have got to feel that saving the American enterprise system is their fulltime job.

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We must make our decision soon. When we do it will be a momentous one, both to ourselves and to the world. To be daring is part of our heritage as Americans. May we act boldly at last, then, in support of democracy and freedom which these new barbarians are trying to wipe off the face of the globe.

ASSOCIATION ATTACKS DEFENSE EMPLOYMENT PROBLEMS

RECOGNIZING the undeniable fact that industry has been given the most difficult assignment in the history of our country and that its involvements will multiply rapidly in volume and complexity, on April 10, the Association formed an important state-wide Committee on Emergency Employment Problems under the able leadership of J. W. Nickerson, General Superintendent, Cheney Brothers, Manchester, as Chairman and Dr. T. A. Langlie, Personnel Director of the Hat Corporation of America, South Norwalk, as Vice Chairman. This committee is the immediate and direct outgrowth of a meeting sponsored at Hartford, March 21, by the Manufacturers Association of Connecticut, and attended by over two hundred representatives of Connecticut industry.

The chairman of the meeting, D. S. Sammis, Works Manager of Underwood Elliott Fisher Company, Bridgeport, introduced as the principal speaker, Ewan Clague, Director of Employment Security, Washington, D. C. Mr. Clague presented the national situation on Employment Problems and Policies, forecasting many of the very situations that today are demanding immediate action. He emphasized the fact that Washington at that time was not fearful that labor would become a bottleneck in production, if industry would cooperate.

Leonard J. Maloney, Director of the Connecticut State Employment Service, in addressing the meeting, discussed the current and anticipated employment problems and labor supply of Connecticut and its neighboring states. He indicated as imminent, conditions which today are universally recognized.

"I propose to present to you as briefly as possible," said Major Maloney, "the labor picture as I see it, and I propose also to give you my ideas with respect to what should be done in the hope that you will name a committee of your own members to consider the problem and to set up a procurement policy agreeable to all."

"From our vantage point in Hartford," said Major Maloney, "we of the State Employment Service can perhaps get a clearer picture of the labor



J. W. NICKERSON

market of the State as a whole than you who are so close to your own local problems. From the statistics and data that come to us from all sections of the state we can see trends long before you see them. We know for instance what towns and localities not immediately affected by defense orders are being drained of labor by towns which do have orders and we know of the shortages that will have to be faced in the towns from which labor is being taken when those towns finally find need for workers."

After the conclusion of his remarks, Major Maloney added, "In closing I submit to you the questions that should be answered in connection with the establishment of a labor procurement policy for Connecticut."

- "1. To what extent will Connecticut employers cooperate on a broad program to adapt Connecticut labor supply to the needs of Connecticut industry?
- "2. How can we best control the migration of labor into the State?
- "3. How can we coordinate the state short term industrial training program to more nearly fit the needs of the smaller business and manufacturing plants?
- "4. Should we seek to make co-

operative arrangements with other states for short term courses in special skills?

- "5. Are further dilutions of highly skilled jobs necessary and how will we accomplish dilution?
- "6. Is there need for more extensive employee upgrading and training within the defense industries?
- "7. Will the greater use of sub-contracts help ease labor shortage?
- "8. Will Connecticut employers study employment conditions affecting minority groups?
- "9. Can we bring the Engineering Defense Training program into closer relation with procurement procedures and employment service recruitment?"

Recognizing that the subjects presented at the Hartford meeting on March 21 were of state-wide and national importance, E. Kent Hubbard, President of the Association asked that a working committee be formed immediately. On April 10, this Committee on Emergency Employment Problems was fully organized, a program adopted, sub-committees appointed and assigned their respective responsibilities. To one who knows Connecticut it will be obvious, when reading the list of the 34 companies represented on this committee that care was exercised that the committee should be representative of the entire state both industrially and geographically, and representative of small as well as large industries.

As an indication of the serious intent of the members of the committee, a deadline of July 1 was established by unanimous consent at which time the committee hopes to have its findings and recommendations in final and approved form for transmission to all members of the Association.

One business man, not a member of the committee, but who has followed the proceedings of all meetings of the committee on Emergency Employment Problems has given his impression as follows:

"The amount of intelligent work done already by this committee of ex-

(Continued on page 11)

STONINGTON AND MYSTIC ON PARADE

THE recent Stonington and Mystic Products Show that drew a total attendance of 4,308 between June 4 and June 8, was considered by many judges to be the best of its kind ever staged in a Connecticut community of less than 25,000 population.

Opening in the midst of a torrential rain on June 4, the show got off to a poor start with an attendance of 240, but each day thereafter attendance built up to reach the final total of 4,308, most of whom were citizens of Stonington or Mystic who were seeing practically all the products produced in their area in one place for the first time. Many had seen but few of the manufactured products made in their midst for many years.

Besides a loud speaker system through which announcements of various events were made as well as recordings telling of the background and description of the exhibits, other features such as benefit teas for the Red Cross, the Visiting Nurse Group of the two villages and the British Relief Societies, continued to enliven the interest of exhibit attenders throughout the three big days, Friday, Saturday and Sunday, June 6, 7 and 8. Prizes were given to the holders of tickets with lucky numbers. The awards were dress lengths of velvet presented through the courtesy of the American Velvet Company. Other velvet lengths which made drapes in a pleasing color fountain effect throughout the exhibit were given to the wives of certain of the exhibitors during the final hour of the show.

The original idea that Mystic and Stonington should no longer hide their many "lights" under a "bushel", was conceived by L. E. Kenney, Mystic jeweler. The idea was sponsored by Allen Olds, President of the Packer's Tar Soap Company and of the Mystic Chamber of Commerce. Robert Hall, an enthusiastic retired citizen, had much to do with the financial success of the affair by selling some 42 spaces to manufacturers and retailers in both Mystic and Stonington. Eaton Goldthwaite, a prominent Noank artist, contributed materially to the exhibit's success by his artistic suggestions and publicity work. Walt Killian and



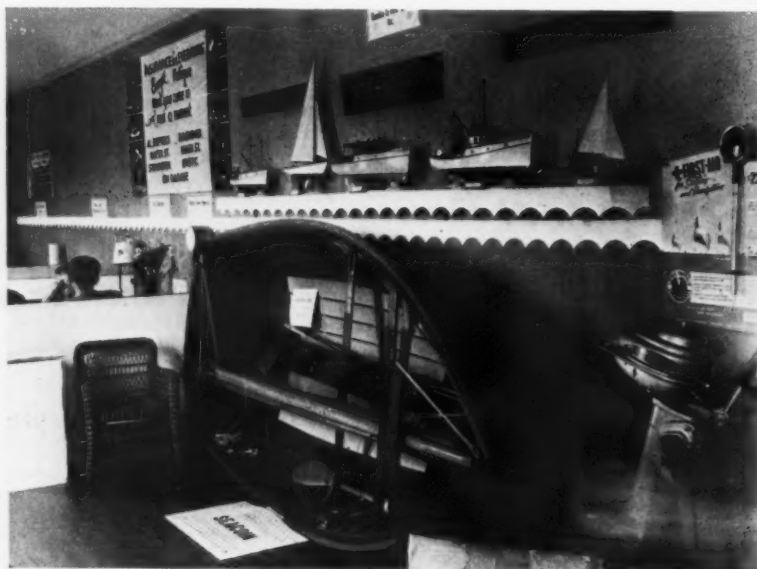
DISPLAY of Velvets by American Velvet Co. and J. Rossie Velvet Co.

Harve Stein acted as Art Committee, supervising the artistic arrangement of exhibits and decorations.

Manufacturers, too, contributed much to the success of the show by setting up large displays. Among the manufacturers showing their wares were: The American and J. Rossie Velvet Companies, producers of velvet, who showed a dozen velvet lengths of different colors draped in a fountain

effect from a ten foot pillar, on top of which was a large, gilded eagle loaned by the Marine Museum; Atwood Machine Company, which showed moving machine parts, photographs of large silk and rayon throwing machinery and silk and rayon thread samples; Durham Duplex Razor Company which showed cutlery, razors and dog dressers; W. W. Johl Manufacturing Company showed its product, thread; Packer's Tar Soap, Inc., soap and shampoos produced in Mystic since 1869; Sonoco Products Company, colorful display of numerous converted paper products; Standard Machinery Co., which showed photographs of plastics manufacturing machinery and plastics items produced by these machines; Mystic Shipyard, which showed a dinghy; and Stonington Boat Works showing pictures of the "Palmer 20"; Lathrop Engine Company, a large marine engine; and Franklin G. Post and Son, a dinghy. Other companies exhibiting included chiefly retail outlets and the two Mystic Public Utilities—Electricity and Water companies.

An informal party for exhibitors and their families and guests was held as the final feature.

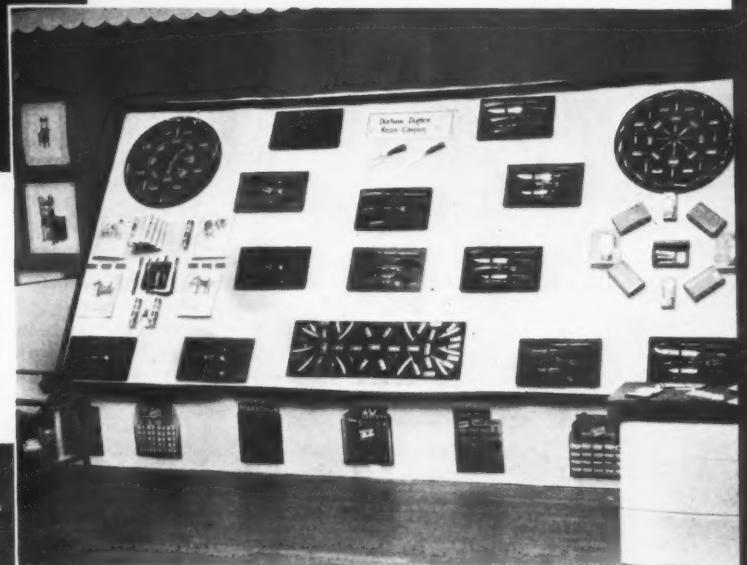




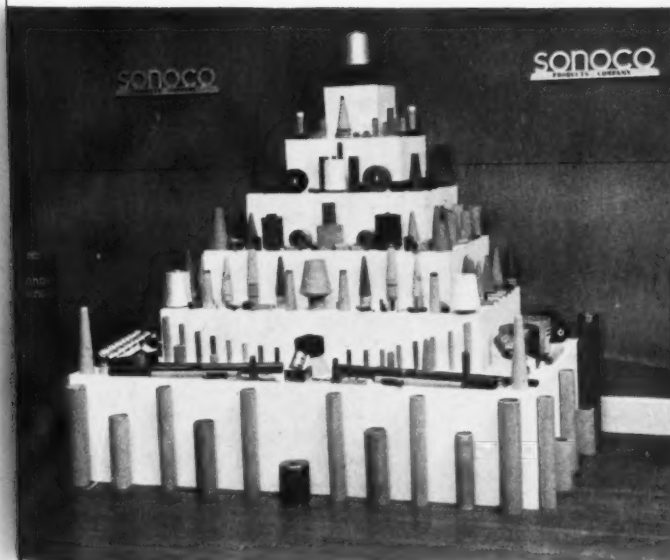
PACKER'S Tar Soap Co., Mystic, Exhibit



STANDARD Machinery Co., Mystic, Exhibit



DURHAM-DUPLEX
Razor Co., Mystic
Exhibit



SONOCO Products Co., Mystic, Exhibit



ATWOOD Machine Co., Stonington, Exhibit

TODAY'S SOLE SAFE INVESTMENT

By WILLIAMS HAYNES, *Research Consultant*

Editor's Note. Because of the Association's desire to demonstrate the absolute necessity of using research to keep industry healthy and growing, Connecticut Industry prints, in this issue, excerpts from the address of Mr. Haynes at the 1941 Research Day Meeting, May 16, at Connecticut University.

YOU can insure your business against everything and anything on earth except against change and your own incompetence. The deeds of men: carelessness that causes accidents, theft and embezzlement, strikes and sabotage, even against the risks of war—the acts of God: fire and flood, lightning and drought, storms at sea and even against a hurricane in Connecticut—all these contingencies can be covered by an appropriate policy. But there is no insurance company in Hartford, or anywhere else, which will underwrite the risks of new conditions in your business, no surety company that will go bond for the ability of your management to succeed in the uncertain years ahead.

That research is insurance against change is not an original idea nor is there anything startlingly new in the conception of money spent for research as an investment in future profits. Nevertheless, the changes we must insure are today new and extraordinary; and furthermore, our old ideas about investments must be radically revised.

In the important sphere of government, the pattern of these changes has been summed up in a vivid phrase by a son of Connecticut. Many of you must have known Francis P. Garvan. He was born in Hartford, educated at Yale, and he had many Connecticut contacts. He was a fighting, loving, laughing Irishman and a devout Roman Catholic. You must know this to get the full force of this story. For many years I lunched with him frequently in his offices in New York, and on one of these occasions, he turned to me abruptly, as was his manner, and said:

"Did you ever stop to think that since the earliest dawn of civilization, since the days of the chief with his big club, and the witch doctor with his charms, all through the great empires of antiquity, through the Dark Ages, to our modern democratic, scientific era, the cream has always been skimmed off the labors of all mankind by two



WILLIAMS HAYNES

great powers: the Church and the State, tithes and taxes. We happen to have been living in one of those very brief periods in human history when these two great predatory powers had jockeyed themselves into a stalemate and when the ordinary man had the opportunity to taste a little cream. But now, as I look over the whole world, it seems to me that Government is coming back into power."

That is an extremely illuminating observation. A clear explanation of much of what we see taking place all over the world; an exceedingly useful yardstick with which to measure many governmental activities. If it is true, we may expect to see our own federal government grasp more and more power with greater and greater emphasis upon the control and regulation of all of the peoples' money-making activities, accompanied by a mounting public debt and a growing load of taxes. History teaches that lesson in practical politics plainly enough, but we face today changes for which there are no precedents in history.

Only 150 years ago Watt and Newcomen harnessed power and Hargraves and Arkwright put it to work making cloth. The engineers got busy, and our grandfathers were kept busy keeping abreast of the new and improved machines they turned out. Up to the last generation, the manufacturer who failed was the one who allowed his plant to become obsolete.

Then about fifty years ago the

Count de Chardonnet made the first synthetic fibre, rayon; and John Hyatt made the first synthetic plastic "Celluloid". After that, especially since the First World War, the chemists got busy with the result that today the manufacturer who fails is he who lets his product become obsolete.

New materials can be just as revolutionary as new machines. Do you doubt it? The people who learned to alloy copper and tin drove the flint chipping peoples into oblivion and gave a name to a great epoch, The Bronze Age. The unknown Chinaman who invented gunpowder blasted feudalism out of human history. Today the dive bomber and the armored tank are on the front pages of our newspapers. They would not be in existence, if it were not for strong steels and light alloys which did not exist—thirty years ago.

That is why research has become so enormously important to you today. Grandfather could judge for himself the value of a new machine, could figure its cost against its performance in profits. You have an infinitely more complex problem to solve when you must compare new lacquers, or new wetting-out agents, new humectants or plastics, or what not. Improvements in his business were brought to him by the machine builder and the tool maker. Yours are thrust upon you by your competitors. He could get along without research: you cannot afford not to do research. There is a vast difference in the viewpoints, and what you do about it depends largely on what you think about these new materials.

The attitude with which to meet the technical changes in your industry is one of welcome. These new materials are not cheap—Neoprene and Thiokol both sell for twice the cost of natural rubber and they have replaced it in every gas station hose in the land, because they withstand gasoline and rubber does not. They are not substitutes. Saran is a new synthetic plastic that can be extruded in endless lengths of any width. It is flexible and so tough that a strip can be bent back and forth 250,000 times without cracking and strands have a tensile strength of 100,000 pounds to the square inch, far exceeding steel. It is permanently colored all through the chromatic scale from crystal clear to ebony black. It is waterproof and impervious to acids,

alkalies, perspiration, and it will not split or crack. It is as much an improvement over rattan or hickory strips for a woven seat cover as an electric bulb is over a tallow candle.

The risk that lurks in these changes is in permitting your product to become obsolete. Today those risks are great. Usually the greater the risk, the higher the insurance rate. Contrariwise, the greater the risk, the poorer the investment. Neither of these good old-fashioned axioms now holds.

First, for every dollar spent in research, if you are to capitalize that research, you must some day be prepared to spend \$5 for a new plant and \$2 for more labor. So don't go into research unless you want your business to grow.

Remember that if we run into another hurricane—I'm not thinking of the hurricane of three summers ago, but a storm that tears loose the moorings of all industry—if dollar values crash, no investment is worth so much as a vigorous, living business.

DEFENSE . . PROBLEMS

(Continued from page 7)

tremely busy men has been nothing short of phenomenal. I predict that the final recommendations of the various sub-committees which will be finally approved within the next 30 days will have a profound effect for good on employment policies in Connecticut and throughout the nation, once they have been publicized through a published booklet, meetings, the press and the radio. Not only will they produce worthwhile results for defense but also lasting significance and import to our democracy in the years ahead."

The general committee with Mr. Nickerson, chairman, and Dr. Langlie, vice chairman, includes all members of the sub-committees. The executive committee serving under Mr. Nickerson and Dr. Langlie includes the chairmen of the sub-committees.

A. E. Whitehill, Executive Assistant of the Association served as coordinating secretary of all committees until July 1.

The sub-committees are as follows: Sub-committee No. 1—"Employee Upgrading and Training", defines its general functions as follows: "The problem of present training programs under Federal or State sponsorship such as 'Engineering Training in Industry', 'Training-Within-Industry', Vocational and Trade Schools, Re-

fresher Courses of various nature, etc. The problem of bringing such training programs in Connecticut into closer alignment with the immediate and anticipated employment needs of Connecticut defense industries." Chairman, E. A. Stowell, Employment Manager, Underwood - Elliott - Fisher Company, Hartford; Vice Chairman, W. R. Coe, Ind. Relations Manager, International Silver Company, Meriden; W. A. Montgomery, Sales Manager, West Haven Buckle Company, New Haven; Miss Elfrida Ritchchild, Personnel Supervisor, The A. C. Gilbert Company, New Haven; A. F. Steeves, Employment Manager, Farrel-Birmingham Company, Ansonia; Henry A. Stahle, The Atwood Machine Company, Stonington; and Edw. M. Reilly, Manager, Industrial Relations, Naugatuck Chemical Company, Naugatuck.

Sub-committee No. 2—"Adaptation of Connecticut Labor to Connecticut Labor Needs" defines its general functions as follows: "The study of active registration files of available workers in Connecticut, qualifications and classifications, male and female. The WPA labor pool, CCC camps, N.Y.A. workers, current college and high school graduates. Their adaptation to industrial and agricultural requirements to Connecticut, normal, seasonal and defense." Chairman, G. Roy Fugal, Supv. of Personnel, General Electric Company, Bridgeport; Vice Chairman, Albert F. Snyder, Ind. Relations Manager, Winchester Repeating Arms Company, New Haven; Robert Blake, President, Elm City Rubber Company, New Haven; R. A. Clark, Employment Manager, Cuno Engineering Company, Meriden; Leon H. French, Vice President, French Small Tube Branch, American Brass Co., Waterbury; and J. William Jones, Jr., Electric Boat Co., Groton; Vice Chairman, Albert F. Snyder, Industrial Relations Manager, Winchester Repeating Arms Co., New Haven.

Sub-committee No. 3—"Problem of Labor From Out of State" defines its functions as follows: "Study of direction and control of unemployed coming from out of state so as to meet our requirements as to trades, training and skills. Earmarking enrollees of metropolitan center training programs. Out of state advertising for labor, housing, social and economic evils of uncontrolled migration into Connecticut. Labor competition between states

and effect on wages." Chairman, Fred S. Sparrow, Personnel Manager, New Departure Division, General Motors Corp., Meriden; Vice Chairman, G. D. Rawlings, Labor Relations Manager, The Stanley Works, New Britain; Joseph O'Brien, Bristol Brass Corporation, Bristol; Clemens Mortenson, General Manager, A. N. Pierson, Inc., Cromwell; Frank H. Murphy, Supt. Belding - Hemmway - Corticelli Inc., Putnam, and Charles J. Allen, Director of Public Relations, The Connecticut Light and Power Company, Waterbury.

Sub-committee No. 4—"Problem of Intra-State Migratory Labor"—defines its general function as follows: "The study of coordinating industrial and community needs with in-state available mobile workers and mobile unemployed. Unfounded rumors of fantastic wages in certain industries and communities' attitude toward third shift. Employment advertising. Piracy of labor." Chairman, Dr. Millicent Pond, Employment Manager, Scovill Manufacturing Co., Waterbury; Vice Chairman, T. R. Downs, Employment Supervisor, United Aircraft Corp., East Hartford; John S. Ellsworth, Jr., The Ensign-Bickford Company, Simsbury; Charles B. Greene, Ind. Relations Manager, New Departure Div., General Motors Corp., Bristol; D. S. Sammis, Works Manager, Underwood Elliott Fisher Company, Bridgeport, and Frank D. Rogers, Ind. Rel. Manager, R. Wallace and Son Mfg. Company, Wallingford.

Sub-committee No. 5—"Employment Problems Concerning Race, Nationality and Physically Handicapped". Defines its general function as "The problem of registration and present community concentration of citizens of German and Italian descent, and aliens. Existing restrictions, limitations and placement in employment. Further placement of negroes. Further placement of Physically Handicapped." Chairman, John Williams, Ind. Rel. Mgr., The Yale and Towne Mfg. Co., Stamford; Vice Chairman, Wm. W. C. Ball, Foundry Manager, Taylor and Fenn Mfg. Co., Hartford; Jack H. Whittington, Sidney Blumenthan and Company, Shelton; R. J. Bennett, Vice President, The Connecticut Company, New Haven; James F. Fenning, Raybestos-Manhattan Inc., Bridgeport; Robert H. Murphy, The Wiremold Company, Hartford; and Charles S. Burr, Vice President, C. R. Burr and Company, Manchester.

NEWS FORUM

Acquisition

THE OAKLAND PAPER MILL, built shortly after the Civil War, was sold early in June by Raybestos-Manhattan, Inc. of Bridgeport to B. C. Giles of New York City, who acted for the Allied Barrel Corporation of Oil City, Penn., and the Blair-McMaster Company of New York City.

It is expected that the new owners will have the plant in operation early in July and that approximately 30 men will be employed at the start. Later, it is understood, that the new owners will employ a substantially larger force of men in a 24 hour operation of the plant.

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ASSETS OF THE MANNING, BOWMAN & CO. of Meriden were recently sold to the Bersted Manufacturing Company of Fostoria, Ohio and other financial interests. It is understood that the present name of the company will be retained and that no change in operations in the Manning, Bowman Company business or personnel is anticipated. However, the combined companies will cover a wider range of products and price lines, which should greatly increase the opportunities of the Meriden concern.

The Bersted Manufacturing Company is a widely known producer of electric motor and heating appliances in the popular price field. The corporation is expected to continue operation of its Ohio plant in the manufacture of its present lines which are non-competitive with those of Manning Bowman.

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ONE OF FOUR SYNTHETIC RUBBER PLANTS recently authorized by the United States Government will

soon be under construction at Naugatuck within a stone's throw of the little shop where 100 years ago, Charles Goodyear first demonstrated in the manufacture of rubber shoes his invention of the vulcanization of rubber. This project was announced early in June by Jesse H. Jones, Federal Loan Administrator, for the Defense Plant Corporation. Officials of the United States Rubber Company said that the initial cost of the Naugatuck factory has been estimated at \$1,250,000 for building and equipment. The new plant will be adjacent to the present establishment of the Naugatuck Chemical Division of the United States Rubber Company. While the Synthetic Rubber production aim will be to add immediately 2500 tons annual capacity, the rubber plant will be so constructed and equipped with basic facilities that it can be quickly increased to 10,000 tons annual capacity, merely by the addition of more processing equipment.

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THE DYE SHED at the Delite Fabrics Plant, formerly the American Thread Company, in the Clarkville section of Pawcatuck, was transformed into a large carpenter shop for the commercial manufacture of packing boxes by the Champlin Box Company of Hartford, one of the largest producers of packing boxes in New England. Operations at the plant began in May. It is understood that many of the boxes will be produced for the Pawcatuck plant of the Hamilton Standard Propeller Division of United Aircraft which occupies the former Lorraine Manufacturing Company plant in Pawcatuck.

Calendar

WALLACE C. HUTTON, Treasurer

of the Seamless Rubber Company, New Haven, told the Lions Club of Bridgeport at its regular meeting June 11 that "The United States does not need a dictator of industry because more production can be achieved by free enterprise."

Mr. Hutton emphasized the need for teaching personnel in defense industries and the important part it is playing in making the Nation safe. Said he, "Every worker must feel a personal responsibility in his work if the national defense program is to be successful and inspectors must use great caution in passing goods, which, if defective, may cost the life of some soldier".

He asserted that management must cooperate by making the best possible use of all raw materials and eliminating waste wherever possible. He pointed out that our rearmament program is ahead of schedule and that American enterprise had accomplished more in the seven months following the fall of France than Hitler had done in 30 months with his planned economy.

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TWELVE STUDENTS IN A CLASS OF 118 which began its studies in the Bridgeport Engineering Institute five years ago received their diplomas at commencement exercises held in the auditorium of the Burroughs Library, June 6. It was the 17th graduating class in the history of the Institute.

The principal address was delivered by President E. Kent Hubbard of the Association, who told the class that they, as engineers, "face a world which is in revolution". He urged them to make their utmost contribution now for the armed defense of their country and after the world conflict is over to do their utmost toward building a better world tomorrow.



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The program included: Invocation by the Rev. Wm. H. Alderson; salutatory address by Walter Zolgan Nagy; greeting by Arthur E. Keating, President of the Institute; selections by the Tonart Quartette; valedictory address by James E. Ettore; presentation of diplomas by William R. Webster, chairman of the Institute's Board of Directors; welcome to the alumni by Theodore M. Perkins of the Class of 1933; and the singing of America by the assembly. Leslie A. Hoffman, Dean of the Institute, presided as master of ceremonies.

Members of the graduating class included: Fred W. Apelquist, Jr., Raymond J. Bannon, E. Stedman Cargill, James E. Ettore, Alvar R. Gustavson, Michael E. Mayernik, Walter Zolton Nagy, Arthur R. Piccot, Edward M. Svetlik, Joseph M. Talcik, Alois C. Tesla and Albert L. Weiss.

The Bridgeport Engineering Institute is one of a number of institutions selected for special engineering training courses being given under the auspices of the Committee on Engineering Training in Industry, which was set up last year under the leadership of Professor Lauren E. Seeley of Yale University with the cooperation of the Association and the financial assistance of the United States Government, which has appropriated \$9,000,000 for intensified training in the higher branches of education.

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BRIDGEPORT IS TO BE HONORED as the outstanding defense city in the country, if plans transmitted recently to the Bridgeport Chamber of Commerce are carried out for a large meeting to be held in Beardsley Park, Bridgeport, during the latter part of July. Highlights of the suggested program would include speakers of national importance from the War Department and the Office of Production Management and a singer of national repute. According to tentative plans, the program will be held in connection with one of the regular band concerts which the "I Am An American" committee will sponsor this summer.

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ARTHUR DUBOIS, who has been connected with the Personnel Department of the Scovill Manufacturing Company, Waterbury, for the past 20 years and is now in charge of Industrial Training Program for that concern, recently told the Derby-Shelton Rotary Club of how his company has been training an ever increasing number of

industrial workers. He pointed out that the training course had been greatly enlarged and developed to the point where 90% to 95% of the young men training can be used in the Scovill plant. The course, he said, is limited to high school graduates who can pass certain physical and mental tests, and is designed to develop mechanics and other tradesmen suited for the more skilled trades in the factory.

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MASON BRITTON, Vice Chairman of the McGraw-Hill Publishing Company, Inc. and chief of the Tools Division of OPM, was the chief speaker at the annual meeting of the Manufacturers Association of Hartford County held at the Farmington Country Club, Monday evening, June 16.

The annual golf tournament was held during the afternoon preceding the meeting with Mr. Arthur Larson of the Underwood-Elliott-Fisher Company being awarded the Philip B. Gale Trophy Cup for the lowest score: Officers and members of the Board of Managers elected were as follows: Graham H. Anthony, President, Veeder-Root, Inc.; Newton C. Brainard, President, Case, Lockwood & Brainard Co.; Clayton R. Burt, President, Pratt & Whitney Division (Niles-Bement-Pond); H. Bissell Carey, President, Automatic Refrigerating Co.; Frederick U. Conard, Vice-President, Underwood-Elliott Fisher Co.; Charles B. Cook, Vice-President, Royal Type-writer Co., Inc.; James L. Goodwin, President, Whitlock Mfg. Co.; John R. Cook, President, Arrow-Hart & Hegeman Electric Co.; Mitchell S. Little, President, M. S. Little Mfg. Co.; Joseph M. Merrow, President, Merrow Machine Co.; Lucius Rossiter, President, Terry Steam Turbine Co.; Samuel M. Stone, President, Colt's Patent Fire Arms Mfg. Co.; Charles L. Taylor, President, Taylor & Fenn Co.; Charles L. Tolles, President, Hartford Belting Co.; James A. Taylor, Vice-President, Hartford Machine Screw Co.; Raycroft Walsh, Vice-President, United Aircraft Corp.; Richard E. Pritchard, President, Stanley Works; Joseph F. Lamb, Vice-President, Landers, Frary & Clark; Maurice Stanley, President, Fafnir Bearing Co.; Fuller F. Barnes, Chairman of Board, Wallace Barnes Co.; Frederick G. Hughes, Vice-President, New Departure Division; Edward Ingraham, President, E. Ingraham Co.; Dexter D. Coffin, President, C. H. Dexter & Sons, Inc.; Stanley S. Gwillim, Gen. Mgr., Trumbull Electric Mfg Co.; Oscar G. Knapp,

Secretary & Treasurer, Clark Brothers Bolt Co.

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NEARLY 500 BUSINESS MEN from all over the state attended the annual business meeting and banquet of the Connecticut Chamber of Commerce held at Hotel Bond, Thursday afternoon and evening, May 23.

The chief speaker of the afternoon session was John C. Blackall, who addressed the group on "The economic contribution of insurance to Connecticut".

Bernard A. Sandwell, Managing Editor of "Saturday Night" of Toronto, Canada, a featured speaker at the banquet session, talked on the subject of "A North American Nation at War for Democracy". Governor Hurley, the other featured speaker of the evening session warned that "There will be no future with which to concern yourself if our present efforts to arm the democracies should fail. If by any evil chance the dictators of Europe should destroy the last remaining democracy which lies between us and them, our future would be a dark one indeed. Emphasis today," the Governor said, "must be placed not upon the rights of any group but upon its responsibilities to society as a whole." He urged the leaders of business and industry to display high qualities of statesmanship.

In the afternoon session, Winthrop H. Whitney, President of the Whitney Chain & Mfg. Co. and Treasurer of the Hanson-Whitney Co. of Hartford, was re-elected President of the Chamber. Other officers elected were John M. Laird of Hartford, Vice President of the Conn. General Life Insurance Company, Vice-President; Harvey C. Smith of Torrington, President of the Torrington Chamber of Commerce, Vice-President to succeed Dwight L. Chamberlain of New Haven; R. LaMotte Russell, Treasurer of the Savings Bank of Manchester and for many years Treasurer of the Chamber of Commerce, was re-elected as was F. W. Orr, Executive Vice President and Secretary for the past seven years.

Two new directors were elected. Bryant Tolles of Hartford, Purchasing Agent of the Whitney Chain & Mfg. Co. was named a general director and Wilson C. Jansen, also of Hartford, Vice President of the Hartford Accident & Indemnity Co., was named a director representing insurance.

The following were re-elected: C. L. Campbell of Hartford, president of the Conn. Light & Power Company; Fran-

cis S. Murphy of Hartford, General Manager of the Hartford Times; Thomas W. Ryley of New Haven, Treasurer of the Eastern Machine Screw Co.; Clarence E. Thompson of Stamford, President of the Stamford Trust Company; general directors.

Frank H. Peet of Kent, representing agriculture; Lester E. Shippee of Hartford, Vice President of the Hartford-Connecticut Trust Company, representing banking; Frank H. Lee, Jr., of Danbury, President of the Frank H. Lee Company, representing industries; Samuel Ferguson of Hartford, Chairman of the Board, Hartford Electric Light Co., representing public utilities; and C. D. Williams, state representative for the First National Stores, trade and commerce.

Nearly 40 prominent Connecticut citizens, largely business executives, occupied seats of honor at the head table, including President A. N. Jorgensen, President of Connecticut University, who presided.

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NEARLY 100 FOREMEN from 30 factories in the Meriden-Middletown district braved a downpour to enjoy the twelfth annual outing of the Meriden Foremen's Club, held jointly with the Middletown Foremen's Club on the evening of June 4 in the Y. M. C. A. camp in Durham. Although rain, for the ninth time in twelve years, interfered with the out-of-doors sports planned, all events, horse-shoe, golf and baseball competitors were enjoyably run off in the large recreational hall and in the newly enclosed dining hall of the camp.

Prizes for the various events were

awarded as follows: darts, first, Michael Jamrock, Miller Co.; second, Harold Holmes, Packer Machine Co.; skeeball, first, J. Boison, Gong-Bell Co., East Hampton; second, Howard Vollhardt, Wallingford Co.; table target, won by Fred Mottram, Wallingford Co.; bowling, won by George Gerner, Miller Co.; second, Walter Parsell, Wallingford Steel Co.; ring-the-pegs, won by Edward Janus, H. L. Judd Co.; second, Walter Vollhardt, Wallingford Co.; nail-driving won by William Parsons, Durham Mfg. Co.; second Andrew King, H. L. Judd Co.; guessing contest, won by Gunnar Sjöholm, Conn. Telephone & Electric Co.; second, Don Brownlow, Russell Mfg. Co.; eggs-in-basket, won by Al Vivari, J. R. Sexton Company; second, Frank Ulbrich, H. L. Judd Co.; blowing contest, won by Anthony Szdyowski, Packer Machine Co.; second, John Sexton, Jr., J. R. Sexton Co.; number chase, won by Louis Richter, Russell Mfg. Co., followed by Howard Elliott, Wallingford Co.; A. L. Geiger, Russell Mfg. Co.; Ivor Hall, Middletown Y. M. C. A.; Walter Tencza, Wallingford Steel Co.; A. L. Hughes, Coca-Cola Co., Middletown; Otis Smith, R. Wallace & Sons Co. and Ray Kensel, Russell Mfg. Co., Middletown.

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150 MEMBERS OF THE MIDDLETOWN CHAMBER OF COMMERCE and their guests attended the annual banquet held at the Higgins Inn on the evening of May 19. Nathan W. Shefferman, nationally known public relations adviser of the Sears, Roebuck Co. of Chicago, spoke on "The Human Touch in Business".

Ansel A. Packard, retiring President, acted as Toastmaster. Besides the toastmaster and the chief speaker, Mr. Shefferman, seated at the head table were: Mayor James F. Connery, Joseph J. O'Brien, new President of the Chamber, State Labor Commissioner and Factory Inspector Cornelius J. Danaher, Robert W. Camp, First Vice President; Samuel A. Longworth, Second Vice President; E. Kent Hubbard, President of the Conn. Manufacturers Association; Raymond Kensel, President of the Middlesex County Industrial Council; Rev. Father Paul Piechocki, pastor of St. Mary's Church, Amor P. Smith, new director, Alexander Wilson, Vice President of the Taxpayers' Protective Association; Rev. Mr. Rollason, President of the Council of Social Agencies, Jack Steendahl, New York representative of the Labor Relations Associates, Howard Saviter, Manager of the Central Conn. Credit Rating Bureau; Regina S. Cotter, Executive Vice President of the Chamber; and Fred N. Smith, new Director.

Upon introduction by Mr. Packard, Mr. Hubbard complimented the Middletown Chamber for doing a splendid piece of work on an exceedingly small budget.

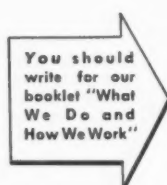
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FOUR HUNDRED CONNECTICUT ENGINEERS, executives and their friends attended the fourth annual Spring outing of the American Society of Tool Engineers, Incorporated, as staged by the Hartford Chapter. The chief feature of the afternoon's entertainment was a golf tournament directed by Bob Grant,

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The Worden Company is effectively organized to give New England firms real help. Our staff of over fifty trained analysts and engineers is ready to give you such particular assistance as you may require. These men know how to get things done. They have already solved at sometime or other almost every difficulty that management is faced with today. It is usually only a matter of recognizing the problem and deciding which of several proved solutions to apply for speediest and best results.

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MANAGEMENT ENGINEERS
 STATLER BUILDING BOSTON, MASSACHUSETTS

"Our 10th year of leadership"



Right to left—(kneeling) A. H. d'Arcambal, Past National President, 1940-41 and Pioneer Chairman of Hartford Chapter. Consulting Metallurgist for Pratt and Whitney Division of Niles-Bement and Pond.

F. W. Curtis, National President of A S T E and Guest of Honor. Pioneer Chairman of the Springfield, Mass. Chapter. Chief Engineer of Van Norman Machine Tool Company, Springfield, Mass. Irwin F. Holland, National Chairman of the Editorial Comm. Past Chairman of the Hartford Chapter. General Supt. of Small Tool and Gauge Depts., Pratt and Whitney Division of Niles-Bement and Pond.

Henry I. Moore, Chairman of the Hartford Chapter. District Manager Firth-Sterling Steel Company, Hartford, Conn.

Henry A. Rockwell, Chairman of Entertainment Committee and Toastmaster. Member Tool Engineering Dept. Hamilton Standard Propellers Division of United Aircraft Corporation.

Kenneth F. Thomas, Chairman of Public Relations Committee. District Sales-Engineer S K F Industries, Inc., Hartford, Conn.

former State golf champion, and Dick Holt. The R. T. Palmer tournament cup was retained by the Hartford Chapter. A spike driving contest, horseshoes, a putting contest and several other activities were included in the afternoon's entertainment.

Frank W. Curtis, national president of the tool engineers, and chief engineer of the Van Norman Machine Tool Company, of Springfield, Mass., was the guest of honor at the dinner meeting.

This was the Society's largest meeting since its inauguration. 382 engineers and executives attended. Sports were started at 1:30 P. M. with a golf tournament. The R. T. Palmer tournament cup was retained by the Hartford Chapter. The Spike Driving Contest as shown on attached photograph

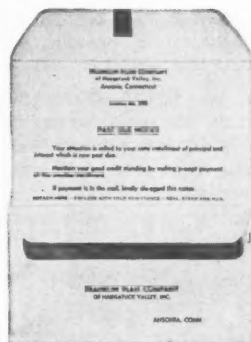
was run in conjunction with Horseshoes, Putting Contest and several other activities. The winner drove the seven inch spike into the oak beam in seven blows. A booby prize was given to another prominent member for taking 35 blows. The Hartford Chapter has an open invitation to other New England A S T E Chapters or those New England Chapters of other national Engineering Societies for a Golf Match during the Summer. Write Robert M. Grant, President of R. M. Grant Tool Co., Hartford, Conn.

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THE TWENTY-FOURTH ANNUAL CONFERENCE on industrial relations, known as the "Silver Bay Industrial Conference" will be held July 23 through July 26, 1941 at Silver Bay.

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With defense uppermost in the minds of everyone today as an industry obligation, this year's conferences have been so arranged to bring out facts in the light of today's defense requirements. Among the sectional conference subjects are such items as: handling grievances; methods for training workers quickly; work simplification as it affects industrial relations; problems under the Wage-Hour Law; selecting and training foremen; essential steps in contract negotiations; how can discipline be maintained under today's labor conditions; problems in job evaluation. Addresses have already been scheduled on "the problem of supervision in the defense program", "attitude of organized labor toward mediation, conciliation and arbitration", "today's trends in the cost of living and the distribution of income", with particular attention to wages and what is ahead for management and labor.

Registration fee of \$5.00 for each delegate and \$2.00 for each adult member of the delegate's family should be sent to E. H. T. Foster, Executive Secretary, 347 Madison Avenue, New York. Requests for hotel accommodations should be made direct to the Silver Bay Assoc., Silver Bay, New York.

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PRESIDENT HUBBARD of the Association delivered a brief address entitled "Safeguarding Industry and our National Defense" for the 75th anniversary luncheon of the National Board of Fire Underwriters at the Waldorf, New York, May 28. Mr. Hubbard's talk follows, in part:

"From the germ of an idea, impelled by necessity in 1866, but inspired as well by a fine spirit of service, your organization, the National Board of Fire Underwriters has reached its three-quarter century mark, more active, more vigorous, more efficient each year. . . .

"Even you men (and women) may feel that the sole essence of our national program today is to produce. I say that an equally vital part of our program is to conserve, to protect and to keep alive the very tools with which industry works.

"That, is it not, is one great purpose of your organization; to conserve the tools with which we work; to protect the plants and properties that house those tools, and in so doing, to keep alive the growing stream of industrial production and, may I add, to keep alive those men and women of industry without whom not a wheel would turn.

"Not every man or woman need wear a uniform to render distinguished service. The terror and havoc that incendiary bombs rain on London, lost, we learn, much of their destructive power on the very day that the civilian population learned to snuff out bomb fuses. Today, with asbestos jackets, helmets and gloves, civilian fire prevention work is even more effective. Today in all Europe, aligned with the powerful forces of destruction are those equally powerful forces impelled by human necessity, to conserve, to protect and to keep alive.

"What is true in Connecticut industry today is or will be equally true in every industrial community throughout our land. Our productive force must be protected against the destructive force of fire from whatever source it springs. But yesterday, machines, vast plants and factories and raw materials could be replaced with speed and facility. But today, machines, plants and factories and raw materials destroyed by fire may never be replaced. . . .

"Industry will owe the members of the National Board of Fire Underwriters a debt that can never be paid in words or in dollars if, through your good services and with your help, we, in industry conserve and protect and keep alive to the fullest degree possible, the very tools with which we work. We pledge the payment of that debt by joining hands in your program and by giving you our assurance of complete cooperation."

Died

WILLIAM H. CADWELL, 78, President of the Beaton and Cadwell Manufacturing Company for the past 25 years and formerly one of the best known civil engineers in central Connecticut, died at his home in New Britain, May 20.

Born in Farmington June 8, 1862, he attended Williston Academy and was graduated at the age of 19 after which he came to New Britain to become an assistant to City Engineer Arthur W. Rice. In subsequent years he served as sanitary engineer and city surveyor for a long period. He was noted for many engineering and architectural achievements in New Britain, among the most notable of which was the designing of the New Britain sewerage system. Besides planning several of the largest buildings in New Britain he planned the first steel mill of the Stanley Works.

His ability as an engineer gave him the needed recognition to make him sought as a consultant by a number of large corporations including the Panama Street Railway Company.

Later he became interested in Beaton and Bradley of Southington, manufacturers of heating and plumbing supplies, and later changed its name and moved it to New Britain where he first served as Treasurer until he was made President in 1915.

Other achievements included the Chairmanship of the State Board of Civil Engineers, a one-term member of the Connecticut Commissioners of Rivers, Harbors and Bridges and a member of the State Board for Super-

vision of Dams, Dikes and Reservoirs. Governor Baldwin had named him for the position of State Highway Commissioner, but after bitter fights the Senate failed to confirm the nomination.

He was the last surviving member of the New Britain Driving Club, a trustee of the New Britain Trust Company, President of the Indian Realty Company, a former Director of the New Britain Real Estate and Title Company. He was a thirty-second degree Mason and had served for years as Treasurer of the Kego Park Club in the Adirondack Mountains.

Mr. Cadwell leaves his wife, Mrs. Frances (Hadley) Cadwell; a brother, Frank A. Cadwell of Farmington; a sister, Mrs. Grace Grocock of New Britain, and several nephews. His passing was mourned as a great loss by New Britain industrialists and business leaders.

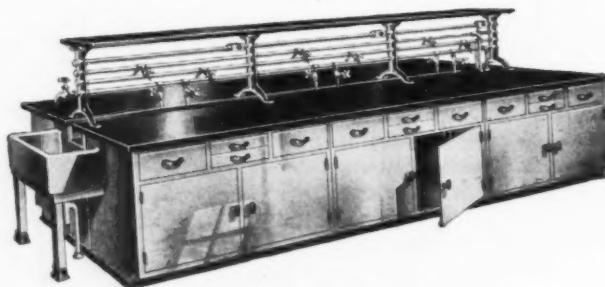
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WILLIAM WALTER WILCOX, SR., Chairman of the Board of Wilcox, Crittenden and Co., of Middletown, Conn., died Thursday night, June 12, 1941, at his home, 271 Washington Terrace, after a brief illness. He celebrated his 79th birthday on April 11.

Mr. Wilcox was actively associated with the firm of Wilcox, Crittenden & Co., over a period of 56 years, even being at his desk on Wednesday prior to his death.

He entered the employ of Wilcox, Crittenden & Co. in September, 1885, shortly after his graduation from Williams College. He first served in the shipping room, then moved on through

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WILLIAM W. WILCOX

the various departments, acquiring first hand knowledge of the plant and its products. Next, as salesman for the company, he traveled the entire country, including various points throughout the Dominion of Canada.

From then on, he held the offices of Assistant Sales Manager, Sales Manager, Vice-President and General Manager, and in 1917 he was elected to the position of President. He remained active in that office until November, 1940, when he announced his retirement and assumed the post of Chairman of the Board.

Recently his health would not permit him to spend full time at the office, but he made it a point to be at his desk for at least a few hours each day. His interest and knowledge of company affairs was just as keen as when he first started his career as a Shipper's Helper in 1885.

Born in Middletown, Conn., on April 11, 1862, the son of William Walter and Elizabeth (Crittenden) Wilcox, he received his Bachelor of Arts degree from Williams College in 1885. On November 3, 1886, he married Mary Root, of Hartford, Conn.

He was a director of the Middletown National Bank, first entering that office in 1903. For several years thereafter he held the position of first vice-president. For 44 years he served as a director of the Farmers & Mechanics Savings Bank, and for 25 years he was a trustee of the Connecticut State Hospital, at Middletown. In 1906 he was appointed trustee of the Connecticut Long Lane Farm Institution, and acted as Chairman of the Board for that organization up to the time of his demise.

In 1918-1919 he was elected Representative to the Connecticut State Legislature, serving as Chairman of the Committee on Railroads. During the First World War he was Vice-Chairman of the Middlesex County War Bureau, and Chairman of the Middlesex County American Red Cross. He was one of the public speakers of the Connecticut Four-Minute Men during the war, and in March, 1917, he enlisted for two years as a private in the Connecticut State Guard. He was honorably discharged on March 24, 1919.

Mr. Wilcox was a member of the University Club of New York; Williams Club of New York; Connecticut Society of Sons of American Revolution; Connecticut Branch, Society of Colonial Wars; Trustee of Russell Library; Past-President of Middlesex County Historical Society; President, Middletown Branch, Archaeological Society of America; and, until recently, President of the Williams College Alumni Association of Connecticut. His health forced him to relinquish that post in 1939, but he remained deeply interested in its affairs right to the last. He was a member of the Williams College Chapter of the Sigma Phi Fraternity.

He is survived by his wife, Mary (Root) Wilcox, one daughter, Mrs. Julius B. Smith, of Waterbury, Conn., three granddaughters and five grandsons.

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CHARLES BUELL DOW, of 25 Glenbrook Road, West Hartford, died at the Veterans Hospital, Newington, Friday night, June 6th, after a prolonged illness. Mr. Dow had been employed at the Royal Typewriter Co. as Employment Supervisor for 16 years, and was held in high regard by both employees and management of that concern.

He was born in New Britain, March 23, 1892.

He was Chairman of the manufacturing division of the Red Cross Roll Call for several years and active in the Hartford Community Chest campaigns.

He was a Mason, a member of the West Hartford First Congregational Church and a World War veteran. He leaves his wife, Ethelwyn M. Dow, two children, Marjorie and Charles, Jr., and his mother, Mrs. Homer Parker of Colchester, Vermont.

The funeral was held Monday afternoon June 9 at the Taylor and Modeen Funeral Home, 233 Washington Street. Rev. Elden H. Mills, pastor of the

West Hartford Congregational Church officiated.

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DUDLEY BREWSTER BULLARD, eldest of five brothers, who carried on the Bullard Company, founded by their illustrious father, Edward Payson Bullard, died at the age of 72, at his home in Southport, Friday, June 10 after an illness of more than a year.

A native of Bristol and a graduate of Williston Academy in 1891, he was given strict training by his father, who had established the firm under the name of the Bridgeport Machine Tool Works. After serving his apprenticeship for several years in the machine shop, he advanced to the drafting room for engineering training and subsequently became superintendent, chief engineer and finally vice president in charge of engineering, the position he held until his death.

A master craftsman and designer in the best Yankee tradition whose genius helped keep the Bullard Company among the top four or five producers of machine tools in the nation, his heritage had become even more apparent in late years. Even as late as the May meeting of the Board of Directors, he had himself driven to the plant, sat in with the board, and drove himself about the factory in a wheelchair chatting with his friends on the factory floor.

As evidence that he loved not only to design but actually to operate machines he had installed a complete model machine shop in his home, where in recent years he had turned out small tools with a shaper, lathe and drills, and made repairs on gadgets and machines for his friends and neighbors.

Although quiet and reserved, he had a sense of humor and mingled with his hundreds of friends at the Kiwanis luncheons and at the Algonquin Club. As a technician, he was given wide recognition by other engineers. In 1899 he became a member of the American Society of Mechanical Engineers and took an active part in the formation of the Bridgeport Chapter. In April, 1932 he was honored with a five-year appointment as a member of the Standing Committee of the Council of Research of the A.S.M.E. He was also a member of the Bridgeport Engineers Club and elected to its presidency in 1930. Besides being a director of the Bullard Company, he served as president of the Southport National Bank, and at the time of his death was director of the Black Rock Bank and Trust Company.

Mr. Bullard had only a brief political career when he served as a member of the Bridgeport Common Council in 1910, 1911 and 1912. He contributed both his services and his financial aid to the Bridgeport Christian Union, the Y. M. C. A., the Y. W. C. A., the Boy Scouts of America and to many other welfare organizations.

A great throng of friends, members of civic organizations, mechanics, his associates at the country club, yachtsmen and industrial leaders, paid tribute to him.

He leaves his wife, Alice Clarke Bullard; two sons, Edward Clark Bullard of Sherley Pl., vice president and general manager of the Bullard Company, and Raymond C. Bullard of Balmforth St., advertising manager of the firm; a daughter, Dorothy B. Bullard, of Hartford; two granddaughters and two grandsons. He also leaves three brothers, Edward Payson Bullard, Jr., president of the company; Joseph W. C. Bullard and Harold C. Bullard, all of Bridgeport; two sisters, Alice M. Bullard and Mrs. H. B. Clark, also of Bridgeport.

Funeral services were held at the Wilmot and West Funeral Parlors in Bridgeport with Rev. Joseph H. Twitcheil, pastor of the Southport Church, conducting the service. Burial was made in Oaklawn Cemetery in Fairfield.

Educational

28 WATERBURY INDUSTRIAL CONCERNS were represented at a meeting held during the first week in June at the Y. M. C. A. for the purpose of considering how industries might utilize to their best advantage the educational program of the Industrial Foremen's Club of the Central Y. M. C. A. The outcome of the meeting was a vote that the Board of Governors of the Industrial Foremen's Club should draw up immediately a plan of training for potential foremen and submit it to the executive heads of the industries represented. It was the desire of those present that the program be initiated at once rather than waiting until Fall.

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PRATT & WHITNEY DIVISION of United Aircraft Corporation, East Hartford has invited more than 20 college professors and instructors to spend their 1941 summer vacations at its East Hartford engine plant, in order that they might have an opportunity

to become more familiar with the problems of the aircraft industry. The scope of this seventh Pratt and Whitney educational effort is suggested by the fact that faculty members are expected from points as remote as Texas A & M—and as near as Brown University.

It is also felt that these visiting faculty members will gain some idea of the type of young engineering graduate best suited to the industry, and will become better qualified themselves in the field of instruction.

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ACCORDING TO A PLAN recently entered into between the WPA and the Winchester Repeating Arms Company, New Haven, 1,000 persons, including women, will be given the rudiments of defense manufacture by the Winchester Company, but at the expense of the WPA. Trainees will continue to be on the payrolls of WPA until after their training course has been completed and they demonstrate an ability to take their places as beginners in industry.

Connecticut is the second state in the United States which has adopted a WPA project of this nature.

It is also understood that the Colt's Patent Fire Arms Manufacturing Company of Hartford is also contemplating entering into a contract with WPA for training additional workers.

Exhibitions

THE TERCENTENARY Exhibition of Progress held in Stamford for six days beginning June 6 under a large tent at the old King School baseball field, included exhibits by the Stamford Boys' Club, Boy Scouts, Girl Scouts, Stamford Fish and Game League, Stamford Historical Society and exhibits by many Stamford manufacturers as follows: Schueler Brothers, Inc., Viscol Co., Stamford Water Co., in which an old well stand is shown on a grassy lawn; Electric Specialty Co., featuring the work of the Red Cross; Thomas Mason Co.; Norma-Hoffmann Bearings Corp.; Magazine Photo Engraving Corp.; Atlas Powder Co.; Petroleum Heat and Power Co.; Yale and Towne Manufacturing Co., showing an ancient Egyptian wooden lock, and a modern large lock; Machlett Laboratories, Inc.; Clairol, Inc.; Schick Dry Shaver, Inc.; Duke Laboratories, Inc.; Phillips Chemical Co.; Northam Warren Corp.; Connecticut Power Co.; Pitney-Bowes Postage Meter Co.; Westover Flower Shop, pottery; F. S. Selleck, baskets.

Numerous entertainment features were also included in the six day program which drew large crowds each day.

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Expansion

THE PRATT & WHITNEY DIVISION of the Nile-Bement-Pond Company dedicated its most modern addition to its already modern plant in West Hartford on May 23. Some 75 distinguished guests, including army ordnance officers and local industrialists and bankers, participated in a half-hour ceremony held from a platform facing the new machinery and equipment already installed and operating in the 48,000 square-foot, \$1,250,100 gage department addition. Ground for the plant was broken less than six months ago, thus establishing the second speed record for construction of new plants for the Pratt & Whitney Division of Niles-Bement-Pond. It is expected that the new plant will double Pratt & Whitney's gage production, bringing it to some \$4,000,000 yearly out of a total of \$13,000,000 worth of gages needed in the defense program this year.

The actual dedication program included speeches, broadcast over the radio, by Clayton R. Burt, President of the company; Col. Frederick H. Payne, District Chief of the Hartford Ordnance District; Lieutenant-Governor Odell Shepard; Mayor Thomas J. Spellacy; Col. E. A. Deeds, Chairman of the Board of Niles-Bement-Pond; Brigadier General G. M. Barnes, of the Army Ordnance Office in Washington and chief Army official at the ceremony; Charles M. Pond, Vice-President of the company, and William J. Walch, oldest employee in the gage department with a service record of 45 years.

One of the chief features of the new plant is the new constant temperature room which keeps the temperature at 68°. The equipment which keeps the temperature always at this point was installed by the Automatic Refrigerating Company of Hartford.

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THE ELECTRIC BOAT COMPANY in Groton officially opened its \$3,000,000 south end addition to its submarine shipyard the first Saturday of June. The company now has eight new submarines under construction and will be able to lay four additional keels as soon as the north end ways are completed.

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CHANDLER-EVANS CORPORATION of South Meriden broke ground

on May 21 for a large new addition which will have 110 foot frontage south of the present structure, and a depth of 210 feet. It is expected to be ready for occupancy by July 15 for factory purposes, and for the office in the front section of the building about August 1.

Starting with a skeleton force of 80 employees including the office staff this concern has rapidly added to its personnel until today it employs more than 190 persons. When the addition is finished the staff will be stepped up to approximately 270 persons engaged in the manufacture of airplane carburetors.

Honored

AT THE FIRST JOINT MEETING of the combined Foremen's Clubs of the Bridgeport Brass Company mill and fabricating divisions held June 10, three officials of the company were presented gold pins for 40 years' service or more with the company. The presentations were made by Herman W. Steinkraus, Vice-President, to the following: William R. Webster, chairman of the board, who has been with the company since July 17, 1897; Walter R. Clark, Works Manager of the Mill Products Division, with the company since December 26, 1900; and Arthur Brewer, Assistant Works Manager in charge of engineering in the Mill Products Division, with the company since April 1, 1899.

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120 PERSONS WERE PRESENT at the Fifth Annual Service Banquet for 25 year men of the Farrel-Birmingham Company, Ansonia, held at Hollywood Inn the evening of June 5. A jeweled watch charm was presented to Thomas Dundas, who has a service record of 60 years and Frederick E. Warfel, who has a 50 year service record, was the recipient of a gold watch and chain. Service pins were presented to 19 other members of the company as follows: Raymond Thomas, Angelo Celotto, Elwood Hubert, Thomas Lythgoe, E. H. Johnson, Stanley Waleika, Walter Williamson, George Atchison, Andrew Zanowiak, George Bartin, Michael Kashuba, Harry Sparanzey, Fernley H. Banbury, Arthur F. Steeves, Wasil Bavolack, Peter Apicos, Frederick J. Grant, Willis D. Guild and Peter Burein.

Personnel

G. M. FLETCHER, Advertising Manager, The Stanley Works, New Britain, Conn, was elected President of the Industrial Advertising and Marketing Council, Western New England Chapter of the National Industrial Advertisers Association, at the group's last regular meeting of the season held at Hotel Bond, Hartford, on May 15. Other officers elected were: H. E. Merrill, General Electric Co., Bridgeport, 1st Vice President; G. P. Lonergan, The Bristol Co., Waterbury, 2nd Vice President; and E. N. Bidwell, Whitney Chain Mfg. Co., Hartford, Secretary-Treasurer. C. W. Bostrom, Jr., Edwards & Co., Inc., Norwalk and Fred C. Emerson, Spartan Saw Works, Inc., Springfield, Mass., were elected directors of the Council for a term of two years.

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OSCAR MONRAD, Executive Vice President of the New Haven Chamber of Commerce, was elected to membership in the American Institute of Real Estate Appraisers.

This recognition was accorded Mr. Monrad due to his experience in the Real Estate field, his specialization in industrial real estate during his association with both the Elmira, N. Y. and New Haven commercial organizations, and his satisfactory completion of the course in real estate appraisal conducted by the American Institute last summer at Yale University.

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ELLIS B. BAKER will retire as Secretary and Treasurer of the Southern New England Telephone Company after nearly 44 years of service with the Bell System on August 1, it was announced following the quarterly meeting of the Board of Directors held in New Haven, June 7. George G. Copeland, who is at present assistant secretary and assistant treasurer, was elected to succeed Mr. Baker.

Mr. Baker is a director of a New Haven Bank and New Haven Building and Loan Association, a director and officer of the Sharon Telephone Company. He is a 32nd degree Mason and an Elk, a member of the Quinnipiac Club, Union League Club, New Haven Country Club, New Haven County Historical Society, Kiwanis Club and Sons of American Revolution.

Mr. Copeland is a member of the New Haven County and the Quinnipiac

piack Clubs and has been active in many civic affairs in New Haven.

At the quarterly meeting, the directors also declared a dividend of \$1.75 per share on the capital stock of the company for the second quarter of 1941.

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EDWIN C. ALDEN, treasurer and factory manager of the States Company, Hartford, has been recently named president of the concern succeeding the late H. A. Blakeslee.

Born in Cincinnati, Ohio in 1873, Mr. Alden was graduated from Woodward High School in Cincinnati, St. John's Military School, Manlius, New York and Massachusetts Institute of Technology. He completed the Technology course with the degree of B.S., majoring in electrical engineering in 1895, after which he served the American Telephone and Telegraph Company for 15 years.

From 1911 through 1918, he was successively engaged in the hotel business, worked for the City of New York and was auditor assistant for the Lord and Taylor Company, New York. From 1916-1918 he was a non-paid civilian military instructor.

In 1919 he came to Hartford where he was employed as a cost and accounting systems man by the Pratt and Whitney Machine Company. He joined the States Company's organization September 1, 1925 as comptroller, later becoming treasurer, factory manager, director and president.

Mr. Alden is president of the M. I. T. Club of Hartford and past president of the Hartford Chapter of the National Association of Cost Accountants.

Howard Nelson Porter was recently named secretary of the company and Heaton P. Blakeslee, son of the founder and past president, treasurer.

Mr. Porter a graduate of Norwich Free Academy and Drexel University of Philadelphia served some three years with the Walter B. Snow Advertising Company of Boston, both before and after his service in the Army and Navy during the World War. In 1921 he became advertising manager of the Automatic Refrigerator Company of Hartford, and in 1925 sales manager of the States Company. Mr. Porter was president of the Advertising Club of Hartford in 1923, president of the Drexel Club of Hartford in 1937. He is also a director of the States Company.

Mr. Blakeslee, a graduate of West Hartford High School, and Wesleyan University, served several years after

his graduation as assistant instructor in physics and astronomy at Wesleyan, and later served as Assistant to the Rev. G. B. Gilbert, Rural Missionary in Middlesex County. Mr. Blakeslee has served the States Company since 1938, being made assistant treasurer in 1940, and treasurer in June of this year.

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AVARD E. FULLER, was recently appointed sales promotion manager of the Fuller Brush Company. He will supervise advertising, educational and sales literature departments.

Following completion of his education as an engineer, Mr. Fuller joined the company in September, 1937, where he spent his first year in the machine design department, helping to carry through an extensive development program of devising more efficient machinery for making brushes. Since that time he has made an extensive study of the various phases of the business including research, manufacturing, and distribution, and is widely known throughout the field organization because of his travel to branch offices throughout the country during the past few years.

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J. FRANK CRAIG OF BRIDGEPORT, formerly general accountant of the Remington Arms Company, was recently made assistant to the president and general manager, C. K. Davis. Mr. Craig has been in the employ of Remington Arms Company since December, 1912 and for the past 22 years has been engaged in accounting work.

Mr. Craig served as a member of the Board of Apportionment and Taxation both under former Mayor E. T. Buckingham and Mayor Jasper McLevy from 1929 to 1935. He is at present a member of the Board of Appeals and Zoning.

★ ★ ★

HARRY B. O'BRIEN president of Manning Bowman and Company since the annual meeting of the concern last February, announced on May 26 that he planned to retire from the management of the concern on June 14 and take up residence in Mt. Vernon, Maine. Mr. O'Brien has been connected with the silverware business for nearly 25 years, having been with the Alvin Company at Sag Harbor, Long Island and with the International Silver Company and the Gorham Manufacturing Company.

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DEFENSE

JOHN D. BIGGERS, Director of Production, Office of Production Management, called upon manufacturers of collapsible tubes early in June to effect a saving of approximately 70% of tin now used in the manufacture of tubes for shaving and other preparations. Mr. Biggers pointed out that such a saving would amount to 1,000 tons of the much needed tin annually. In letters to members of the industry, Mr. Biggers asked that tin coated tubes known as "10% tin-coated", or tin alloys in which the total overall usage of tin would not exceed 15%, be substituted for 100% tin tubes, by all manufacturers of containers for shaving preparations, paints, etc. Manufacturers were requested to continue these measures throughout the present emergency or until notified to the contrary by OPM. Likewise they were told that one-third of their production of collapsible tubes should comply with the OPM request by July 1, 1941, two-thirds by August 1, 1941, and all of it by September 1, 1941.

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SELECTIVE SERVICE HEAD-QUARTERS in Washington recently ordered reclassification of all registrants "impeding the defense program". The order stated "The citizen who has been deferred because of the job he is performing in the national defense program cannot expect to retain the status of deferment when he ceases to work on the job for which he was deferred". The Senate approved a bill to defer men who reached their 28th birthday by July 1 of this year, except those already in service.

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CIVILIAN DEFENSE DIRECTOR

La Guardia announced early in June the organization of medical groups, auxiliary police and fire units, sanitation, first aid squads as a necessary basis for adequate home defense. He said firemen and policemen in forty eastern cities would be trained in combating poison gas and incendiary and high explosive bombs in seventeen two-week courses at Edgewood Arsenal, Maryland, under the direction of the Army Chemical Warfare Service. Trainees will return home and instruct fellow townsmen.

STATE LABOR COMMISSIONER

Cornelius J. Danaher recently warned that continued apathy of Connecticut employers toward the use of women in jobs formerly held by men will result soon in unnecessary labor shortage. The statement was based on a statewide survey of labor conditions made by Leonard J. Maloney, Director of the Connecticut State Employment Service. It has been estimated by the State Employment Service that approximately 40,000 to 50,000 workers will be needed in the State between now and September and that nowhere near that number is now available.

Commissioner Danaher claimed the situation is so serious that the State Employment Service in cooperation with the Department of Education, were already making plans for defense training courses for women. Said he, "We believe that by the time these women are trained and available, the seriousness of the labor shortage will be apparent and that employers will be glad to hire women". The anticipated defense training courses will include training in punch and drill press operation, soldering, gauging, riveting and

inspection. Defense industrial training courses for women already under way include blueprint tracing and parachute silk workers.

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SEVERAL COURSES for civilian defense training are now being set up under the auspices of the State Defense Council and are now scheduled to start operations early in July.

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DONALD M. NELSON, OPM Director of Purchases, recently told a Pittsburgh audience that "no manufacturer is likely to get many defense contracts unless he is willing to display the same ingenuity, persistence and energy in going after them that he would in seeking normal business."

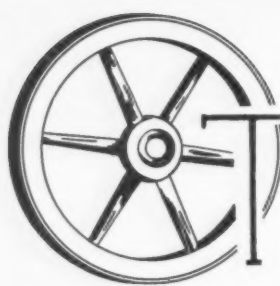
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THE OPM PRIORITIES DIVISION announced establishment of regional offices throughout the country to advise businessmen on priority prob-

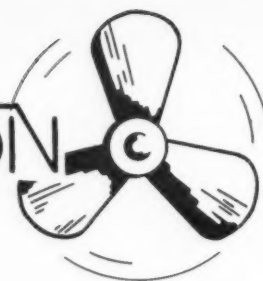
(Continued on page 23)



AT exercises held on historic Bunker Hill early in June, American Mutual Liability Insurance Company, and its associate company, Allied American Mutual Fire Insurance Company, presented Defense Emergency Pumper No. 1 to the Fire Department of the City of Boston. In making the presentation Mr. C. Eugene Pettibone, vice president of the American Mutual said, "We hope this will arouse the people of every community in the nation to render voluntary assistance to home defense."



TRANSPORTATION



By N. W. FORD, *Traffic Manager*

Average Load Per Car Record Reported by Railroads. According to reports received by the A.A.R. from all railroads, Class I railroads, during 1940, averaged 37.7 tons per car for all commodities carried in carload lots. Compared with the 1939 record, this was an increase of nine-tenths of a ton. The increase of nearly one ton in the average load was equivalent to the addition of 26,000 freight cars to the available car supply.

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Withdrawal of Intercoastal Ships.

Conferences of Maritime Commission representatives with operators of merchant ships in the intercoastal trade, held recently in New York City, are scheduled to be resumed in the near future. Work will be completed on such matters as chartering rates in connection with the turning over to the commission of 40, or more than one-third, of the vessels to the intercoastal merchant fleet.

The intercoastal ship operators, it was understood, planned to take up also the problem of future operations, including a proposal for establishment of a pool for all intercoastal shipping and for the booking of freight through central offices at New York and San Francisco.

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Proposed Cancellation of Rule 23 Found Justified by Commission.

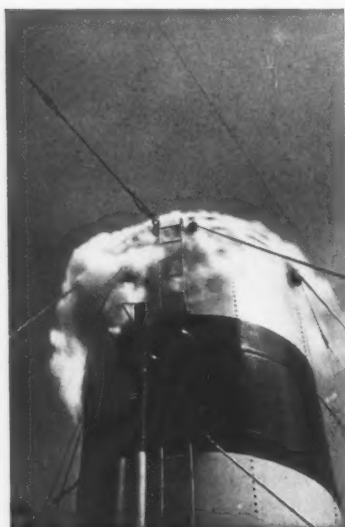
Agreeing with the explanation of the carriers as to the meaning of Rule 23 of the railroad classification, the Commission, in I. and S. No. 4796, Cancellation of Rule 23 of the Classification, has found the proposal justified. The suspension order has been set aside and the proceeding discontinued.

Notwithstanding the many protests, the protestants offered no evidence at the hearing, but they filed briefs setting forth in detail their contentions and arguments. The railroads introduced exhibits showing the history of

the rule and excerpts from the Commission's Conference Ruling Bulletin No. 6, issued April 1, 1913, relating to the subject matter.

The rule provides that carriers' agents must not act as agents for shippers or consignees for the assembling or distribution of carload or less-carload freight. The method of handling freight by the rail agents is also explained.

The Commission said: "Service of loading and unloading shipments and charges therefor must be covered by lawfully published tariffs. Where public need for split delivery of carload freight or for complete transportation by carload of pool traffic is concerned, tariffs must be explicit as to the services to be rendered and the charges to be made for that service. It does not appear that any shipper would be adversely affected by the proposed cancellation of Rule 23 of the classification or that such cancellation in and



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of itself would result in any violation of the interstate commerce act.

★ ★ ★

N.E.T. Company Opens Office in New Britain. Because of the steady increase in New England Transportation Company business in the New Britain area, also that special attention may be given to handling of defense material, it has opened an office in the New Britain freight station. Mr. Lester Smith, who is in charge of this new office, is in a position to furnish any desired information regarding truck shipments.

★ ★ ★

New Appointments Announced by New Haven Railroad. The following new appointments have been announced by the New York, New Haven and Hartford Railroad Company.

Harry L. Sheffield has been appointed Freight Traffic Manager to succeed Mr. Frank P. Kinney, who retired on May 1 at his own request after more than 45 years' service with the railroad. Mr. Sheffield entered the service of the New Haven Railroad in 1906, as messenger in the General Freight Office. In 1910 he was transferred to Boston with the Tariff Bureau, where he remained until his appointment in 1918 as Assistant to the Director of Traffic of the United States Railroad Administration at Washington. In 1920 Mr. Sheffield returned to the New Haven as Chief of Tariff Bureau. He became Assistant General Freight Agent on July 1, 1924 and then Assistant Freight Traffic Manager on December 10, 1930, the position he has held up to his present appointment as Freight Traffic Manager.

Another appointment which became effective on May 1 was that of Ray C. Hill as Assistant Freight Traffic Manager, with headquarters at Boston. He was employed as a clerk in the New Haven local freight office in 1918 and was transferred to the Freight Traffic Department in the General Office in 1925. In 1931, Mr. Hill was appointed Traveling Freight Agent; in 1932, Commerce Assistant; in 1934, Traffic Assistant; and on September 1, 1936 General Freight Agent.

Harold D. Hartman, who has been named General Freight Agent, entered the service of the New Haven Railroad in May, 1918, in the Freight Accounting Department at New Haven and was transferred to the Freight Traffic Department at Boston in January,

1935. Since March, 1937, he has been Assistant General Freight Agent.

Taking the place of Perry Shoemaker, who has resigned to accept a position with another railroad, Herbert E. Bixler has recently been made Superintendent of Freight Transportation. Mr. Bixler started his railroading in June, 1936 as a Car Service Inspector, was promoted three months later to Transportation Inspector and was appointed Merchandise Inspector on May 16, 1937, which position he has held until his present promotion.

The appointment of William L. Elliot as Assistant Superintendent has been announced. He has been in the service of the New Haven Railroad for thirty-one years, the positions he has covered including examiner's clerk, file clerk, engine assignment clerk, chief clerk successively to the freight assistant, general superintendent, general manager; as general passenger car distributor, superintendent of passenger transportation for the system. In 1940 Mr. Elliot was made assistant superintendent of the Hartford Division.

Frederick F. Powers, who first entered the employ of the New Haven Railroad as a clerk at Waterbury in 1907, has been appointed Trainmaster. Jobs he has covered include: Chief Clerk, Hartford Division; Assistant Agent, New Haven Division; Chief Clerk, New Haven Yard Office; Assistant Yardmaster, Hartford; and Night General Yardmaster.

★ ★ ★

Release of Half of Atlantic and Gulf Coast Vessels Requested. The Maritime Commission has requested the officials of Atlantic and Gulf Coast steamship companies to give up fifty percent of their tonnage to meet the demands of national defense. It is reported that of the 125 vessels now operated by these lines, the Commission has requested 62. A suggestion has been offered that the withdrawn vessels be replaced by foreign ships now idle in U. S. ports.

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New Chairman of Atlantic Gulf Coastwise Steamship Freight Bureau Announced. According to a recent announcement by T. A. O'Brien, Chairman, Executive Officers Committee of the Atlantic-Gulf Coastwise Steamship Freight Bureau, Julian M. King has been appointed Chairman to succeed William Simmons, deceased.

DEFENSE

(Continued from page 21)

lems. An office has been established in Boston and one in New York.

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THE WAR DEPARTMENT announced June 5 that a soldier who held a key position in the defense industry prior to his induction or enlistment and whose services are now required by his former employer by reason of expansion of industrial activity or the shortage of skilled employees in his classification, may be released from military service to enable him to return to his civilian position. The action taken by the War Department will depend upon the merits of each case and upon the needs of the military service. No blanket classifications or releases by groups are contemplated. This policy will be administered by the Under Secretary of War.

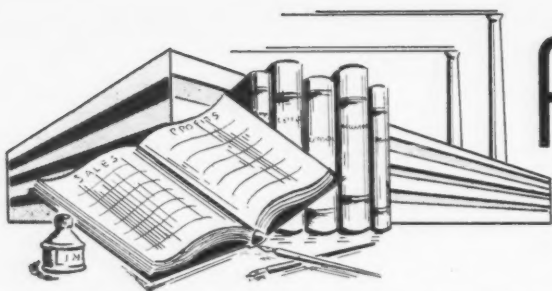
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THE LABOR DIVISION of the Office of Production Management began distribution the second week in June, to State Employment services, vocational schools and other labor training agencies in the United States, a list of 550 industrial occupations and skills essential to the defense production program for the training of defense workers. The list, based upon the survey of thousands of individual establishments in defense industries, is to serve as official guide for educational authorities in management and labor groups, in setting up vocational training courses for defense workers.

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ZINC, a metal vitally essential in defense production, was put under full priority control June 11 and a general preference order issued by Director Stettinius. The order, which became effective July 1, provides that all defense needs shall be filled ahead of all other requirements, that an emergency pool will be created to meet urgent needs, and that the remaining zinc shall be allocated among competing civilian demands.

Deliveries under all defense orders, the order says, which do not bear a higher preference rating are assigned a rating of A-10. Deliveries bearing lower preference ratings or no rating must be deferred if necessary to assure deliveries for defense needs.



Accounting Hints for MANAGEMENT

(Contributed by HARTFORD CHAPTER N.A.C.A.)

Press announcements of a week's vacation with pay for industrial employees indicate that the adoption of this program has become a fairly well established matter for this year. This prompts some consideration as to how the cost thereto should be accounted for. The adoption of this program in some instances has been planned for since early in the year and a reserve accumulated for the purpose whereas with others it was adopted rather hurriedly and no provision made.

The accounting question involved pertains to the treatment of the charges or costs. Obviously, the wages paid for the vacation period are not production costs and cannot in either case be charged to orders in process, so other disposition must be found for it. In some instances such costs are being absorbed by monthly charges to overhead expense, departmental or general, thus indirectly being absorbed into product costs. Other concerns have preferred to treat this item as a supplemental deduction from gross profit. It would seem that the former method of disposition is preferable especially if factory vacations are to be part of the established order of things.

Another phase to this subject has developed under the urgency for production on Defense or Priority orders. Vacations having been promised or negotiated, then deferred by governmental request or emergency requirements, the employees will be paid for a selected standard week, but will nevertheless also receive their actual earned wages for that week. This, however, does not affect the accounting treatment for the vacation week pay.

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Should the premium paid on overtime over forty hours per week, or for night shifts, be charged as a direct labor cost on the jobs worked on, or as

overhead? Ordinarily the answer to this question is the latter, unless the orders have been taken on the premium basis, in which event it might properly be charged direct to the work produced.

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Industrial management is ever alert for improvements and economies in the productive operations in the plant. An occasional inquiry into its own functions might prove advantageous. To illustrate: a plant used considerable quantities of cut lumber and purchased it by carload lots. The carload lots had always been accepted practically on a run-of-mill basis, until an inquiring accountant prompted the inquiry into buying by specified sizes. Inasmuch as the vendors had changed their sales policies, orders were accepted on the latter basis, with decided cash savings and resulting operating efficiency.

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Labor problems, trade investigations, tax examinations, and numerous other inspections have prompted management to focus more and more attention in the direction of developing and holding the goodwill of employees, the public, and the authorities. Annual reports to employees, properly compiled, and to stockholders afford excellent means for promotion. A short while ago the N. A. M. published (McGraw Co.) a helpful volume on this topic. Quoting from its introduction:

"Your company, whatever its size, is a part of industry. It is as vitally affected as any other part by such elements as harmful legislation, excessive taxes, disorganization of business, and, above all else, public lack of understanding of the important role industry plays in raising the

standard of living and in national progress.

"Your company is important, tremendously important, to its stockholders and employees and to the community in which it operates and pays taxes. Any opportunity that can be grasped to make clear its operations, its problems, and its value as a part of the community and the nation is decidedly worthwhile. Your annual report offers such an opportunity."

The Policyholders' Service Bureau (Metropolitan Life Insurance Co.) has also prepared two worthwhile reports on the subject of Annual Reports to Stockholders, and to Employees.

★ ★ ★

Scovill Accountant Heads Cost Accountants Chapter. At the annual election held recently, Hartford Chapter, N.A.C.A., advanced Edward H. Bengtson, of the Scovill Manufacturing Company, Waterbury, to the office of President. Membership in this Chapter is comprised chiefly of industrial accountants mostly of northern Connecticut. Other officers and directors chosen were as follows:

Vice-President—Richard L. Goodwill, Trumbull Elec. Mfg. Co., Plainville and Ernest R. Dayton, Russell Mfg. Co., Middletown; Secretary, Einar W. Palm, Turner & Seymour Co., Torrington; Treasurer—Fred E. Burnham, United Aircraft Corp., East Hartford; Directors—Edward K. Fuller, Somersville Mfg. Co., Somersville; Philip J. Montle, International Business Mach. Corp., Hartford; Carl G. Baumes, Manning, Bowman Co., Meriden; John J. Wrinn, U. S. Rubber Co., Naugatuck; Raymond Payne, Arrow-Hart & Hegeman Elec. Co., Hartford; George E. McCarthy, New Britain Machine Co., New Britain; Morris Klein, Veeder-Root, Inc., Hartford.



The Legiscope

By PAUL ADAMS



The Connecticut Unemployment Compensation Act has been amended by the 1941 General Assembly. The principal changes include the adoption of the \$3,000 limitation on taxable wages in conformity with the Federal Act, increased benefits to employees based upon the amount in the unemployment compensation fund, and the correction of several possibilities for abuse of the Act in the award of benefits. Specifically, the changes are as summarized below.

Tax Reductions for employers appear in the retention of *merit rating* effective April 1, 1941, three months earlier than originally provided. The rate reductions under merit rating are dependent upon the balance in the employment compensation fund: if the balance is at least \$40,000,000, the spread of rates is from 2.7% down to 1.5%, and if the fund is between \$40,000,000 and \$25,000,000, the rate becomes 2.7% to 2.1%, and when the fund falls below \$25,000,000, merit rating automatically ceases and the rate for all is 2.7%. The \$3,000 limitation has been incorporated in the definition of "wages", effective January 1, 1941. Adjustments will be made on the return for the second quarter, due July 28, 1941, for contributions paid with respect to that portion of wages in excess of \$3,000 paid to an individual during the first quarter of 1941.

Conformity with the Federal Act is accomplished by the change in the basis of reporting "wages payable" to a basis of "wages paid". Several new exemptions from the definition of employment have been added to make the Connecticut law as uniform as possible with the Federal and other laws. None of these additional exemptions directly affects manufacturers.

Employers Covered will include employers of four or more employees at the same time during any thirteen weeks in any calendar year after 1941. Employers subject to the Federal Unemployment Tax Act for the calendar year 1941 and thereafter will be in-

cluded within the coverage of the Act if they have one or more employees in their employ in Connecticut. Employers who voluntarily accept the provisions of the Act and become subject to it must remain subject for one full calendar year before they may apply for release from the Act.

Excluded from "Wages" are several items with respect to which there has been no previous definite provision in the Connecticut law: *dismissal payments* which the employer is not legally required to make; payments which the employer is not legally required to make to employees on *leave of absence for military training*; payment by an employer, without deduction from wages, of the *employee's tax* under the Federal Insurance Contributions Act; and *payments made under a plan* established by an employer for payments on account of retirement, sickness or accident disability, medical and hospitalization expenses, or death.

Disqualifications of Employees for Benefits have been changed as follows:

1. An employee who leaves work "without sufficient cause" must now supply a cause "connected with his employment", before he will escape the four weeks' penalty waiting period. Under the law previous to the amendment, an employee could show most any cause, be it to move out of town, to get married, etc., and he would not be penalized.

2. **Denial of benefits to strikers** where there was a "stoppage of work" at the factory has been changed to extend the disqualification to a denial of benefits to workers unemployed "due to the existence of a labor dispute," except in the case of a lockout which does not result from demands of the employees. This change in the law will no longer permit benefits to be paid to strikers if the strike is not successful enough to result in a "stoppage of work". No striker will be eligible for benefits in any event.

3. An employee is now disqualified for benefits for any week with respect to which he has received or is about to

receive remuneration in the form of "dismissal payments", or other remuneration that he receives as wages in lieu of notice, compensation for loss of wages, or other state or federal unemployment benefits.

4. The law has been clarified so that now there can be no question with respect to the disqualification for unemployment benefits of a woman who is *unemployed due to pregnancy*, and in any event "no woman shall be eligible to receive benefits within two months before childbirth and within two months after the date of childbirth".

5. The amended law now disqualifies claimants who quit their work for the purpose of attending a school, college or university as a "regularly enrolled student". Previously, there had been awards of benefits in the case of college students working in the summer but quitting to return to college in the fall.

Increased Benefits by way of both increased amount and increased duration have been provided for unemployed individuals. The maximum amount has been increased from \$15 to \$17 or \$20 when the amount in the unemployment compensation fund is in excess of \$25,000,000 and \$40,000,000 respectively. The maximum duration of benefits has been increased from 13 weeks to 15 and 18 weeks respectively on the same basis. Minimum benefits have been increased from \$5 to \$6 per week. The waiting period required before an employee may draw any benefits in any benefit year has been reduced from two weeks to one week.

Administrative Amendments provide for change in the definition of "base period" to allow computation of the employee's benefit rate from the highest quarter in the calendar year, instead of the first four of the five most recently completed calendar quarters prior to the employee's benefit year; the "benefit year" has been standardized for all individuals to be the year from the first Sunday in each

(Continued on page 27)

BUSINESS PATTERN

The rapid expansion in the volume of general business activity in Connecticut which has been in evidence during the past year showed no signs of slackening during May, the composite index advancing 5 points over April to stand at 63% above normal. A year ago the index stood at 6% above normal.

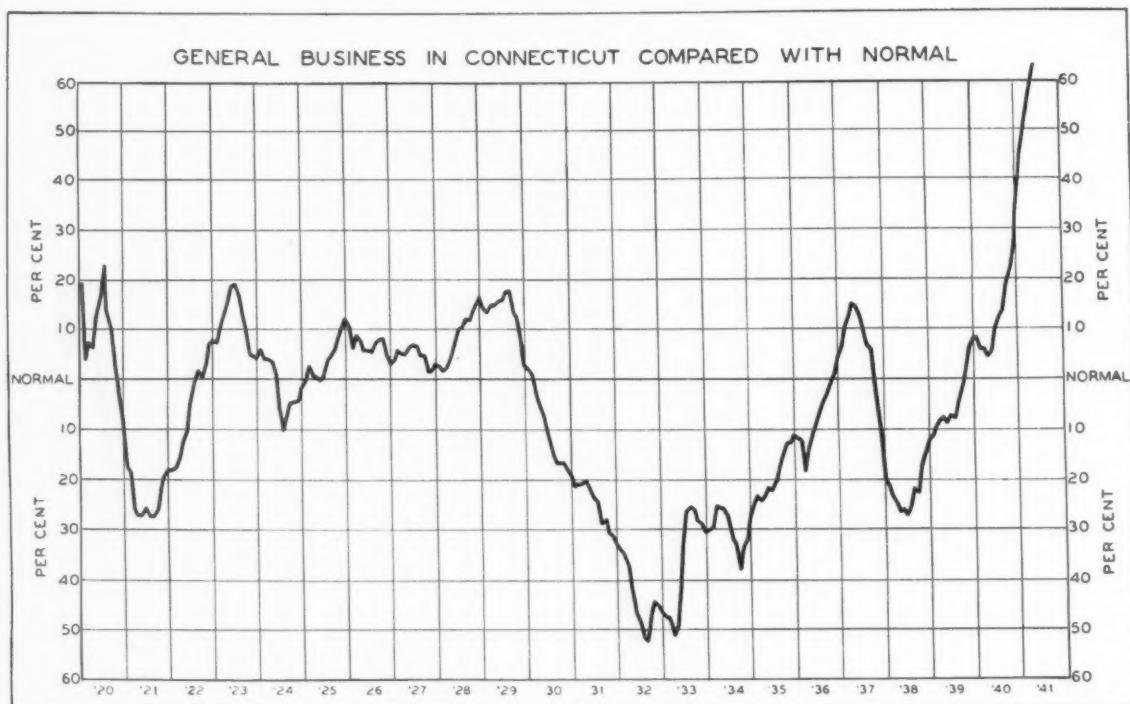
In the United States, industrial activity increased sharply following the decline in April which had resulted

manufacturing concerns. Cotton textile mills continued to operate at a high level.

Announcements during May of wage increases and more liberal working practices were again widespread throughout industries in the State, some concerns announcing a second wage boost within a period of six months. Stoppages of work resulting from labor disputes were relatively minor and of short duration, terminating in most

Construction work in progress in the State during May continued at a fast pace. General contracts for residential construction continued to reflect the shortages of homes in some areas, as construction was started on projects involving 370 homes in Bridgeport, 290 homes in Manchester, 32 in West Haven, 20 in Newington, 12 in Waterbury, as well as numerous smaller projects.

Non-residential construction was



from the work stoppages in the bituminous coal, automobile, and steel industries.

Preliminary reports for June indicate continued advance in both the Connecticut and the United States indices.

In the Connecticut manufacturing industry, the volume of production continued to expand during May, the indices of man-hours worked in Connecticut factories and factory employment both rising to new high levels during the month. Man-hours worked in Bridgeport and New Britain factories increased more than 3%, while increases of approximately 2% were reported by Hartford and Bristol

cases with the employees obtaining the major part of their demands.

During July or August the majority of employees of Connecticut manufacturing concerns will receive a week's vacation with pay, or, where pressure of work will not permit the time to be taken off, vacation allowances will be paid.

The index of freight carloadings originating in 14 Connecticut cities in May resumed its upward trend after the slight decline in April, advancing to a new high level 38½% above the estimated normal. Indications are that metal tonnage carried by the New Haven Road was likewise maintained at a high level.

also active as general contracts were awarded for the construction of factory additions, warehouses, office space, etc. at various locations in the State. The Connecticut Company awarded the contract for a group of buildings at Hartford to cost \$281,000, and in Waterbury the Scovill Company is reported to be breaking ground for a \$450,000 addition to their casting shop.

The steel industry in the United States continued to operate at close to capacity, steel ingot production in some districts being reported as high as 101% to 102% of theoretical capacity.

HINTS For EXPORTERS



By W. ADAM JOHNSON

Argentine Regulations. Certain modifications have taken place in the Argentine exchange restrictions that should be beneficial to American exporters.

These changes in the Argentine exchange control system are expected to affect about \$50,000,000 worth of their imports annually, of which about \$20,000,000 had been temporarily suspended by Argentina, and hereafter some 80% of all Argentine imports will be negotiated through the official exchange markets at the preferred rates.

1. The new regulations have canceled the classifications A and B of the auction market. From now on all the articles on which permits are granted with the obligation of buying auction exchange have been grouped under only one list.

2. Hereafter there will be only one auction rate and one auction weekly.

Argentine Vermouth Exports to the United States Expanding. Argentina has become the leading foreign supplier of vermouth to the United States, replacing France and Italy, and sharing the American market with local producers whose sales of this item are sharply expanding. Since vermouth shipments from the South American Republic began in August last, over 250,000 gallons have been consigned to the United States, valued at approximately \$500,000. Of the total imports, 165,000 gallons, valued at \$325,000 had actually entered United States trade channels by April 1 of this year. Of the apparent stocks of nearly 90,000 gallons in American bonded warehouses on that date, 70,000 gallons arrived during March, the largest total for any one month since this trade was inaugurated.

In addition to vermouth, Argentina is shipping a small amount of sparkling wines to the United States.

Swedish Shipping Situation in 1940 Reported Satisfactory. Despite restricted operations resulting from the

war, Swedish shipping companies report that 1940 was in general a satisfactory year. According to the chairman of Sweden's Traffic Commission, approximately 850,000 tons of local shipping are at present prevented from trading to Sweden as a result of the blockade in the Skagerack. This part of the Swedish merchant marine, he pointed out, is earning considerable profits, the greater part of which is placed to the credit of the nation's balance of payments. Since the beginning of the war Sweden has lost 94 vessels, totaling 333,745 tons, and 652 men.

United States Buying Increasing Volume of Chinese Hosiery. The United States is becoming an increasingly important outlet for Chinese cotton hosiery. According to Chinese customs figures aggregate exports of cotton socks and stockings in 1940 amounted to 2,878,500 dozen pairs, of which 41 percent went to the American market. Aggregate Chinese Exports of such items in 1939 totaled 1,731,000 dozen pairs of which 28 percent were consigned to the United States while in 1938 512,000 dozen pairs were shipped abroad with 5 percent being absorbed by the United States.

The total value of China's export trade in cotton hosiery in 1940 was \$681,000, with the valuation of shipments to the United States amounting to \$214,020, or 31 percent of the aggregate. This would indicate, it is pointed out, that the United States bought the cheapest grades exported.

Argentina Buying Increasing Proportion of Wood Pulp in the United States. War dislocation of North European trade routes has

caused Argentina to turn to the United States for a greatly increased proportion of her wood-pulp requirements. In 1940, the United States supplied 12,126 metric tons of this item to the Argentine market, or approximately 34 percent of the total imported in that year, as against 2,015 tons and 4 percent in 1939. A noteworthy feature of this trade is the fact that all of the wood pulp imported by Argentina during the past two years for the manufacture of rayon has been obtained from the United States.

Two types of pulp are produced in Argentina, one being made from wheat straw and the other from wood. In 1940 production of the former totaled about 26,000 metric tons and of the latter approximately 5,000 tons.

Cuban Manganese Production Expanding. As a result of increased United States demand, development of Cuba's manganese ore deposits is being sharply accelerated. Production of manganese ore in Oriente Province, the leading producing area, is estimated to have reached a total of 20,000 tons during the month of April. The manganese ore concentration plant in El Cristo, operated by the Cuban Mining Company, is said to be the largest in the world, producing about 360 tons of 50 percent manganese per day. Manganese ore is also produced in the Province of Pinar del Rio and Las Villas. Local authorities estimate that Cuba is capable of producing manganese ore at the rate of approximately \$7,000,000 worth annually.

LEGISCOPE

(Continued from page 25)

April and ending with the Saturday before the first Sunday in April of the succeeding year. The name of the Unemployment Compensation Division has been changed to the *Employment Security Division* with the two departments as now maintained, one for unemployment compensation and the other for State employment service.

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Ed. NOTE. This department, giving a partial list of products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms		Bathroom Accessories		Brass Goods	
The Baker Goodyear Co	New Haven	The Charles Parker Co	Meriden	Sargent and Company	New Haven
Accounting Machines		Bearings		Scovill Manufacturing Co (To Order)	
Underwood Elliott Fisher Co	Hartford	Bells		Brass Mill Products	
Acetylene		New Departure Div of General Motors (ball)		Bridgeport Brass Co	Bridgeport
Connecticut Gas Products Co Inc	Meriden	The Fafnir Bearing Co (ball)		Scovill Manufacturing Co	Waterbury
Adding Machines		Norma-Hoffmann Bearings Corp (ball and roller)		Brass Stencils—Interchangeable	
Underwood Elliott Fisher Co	Hartford	Belting		The Fletcher Terry Co	Box 415, Forestville
Advertising Printing		Bevin Brothers Mfg Co		Brick—Building	
The Case Lockwood & Brainard Co	Hartford	The Gong Bell Mfg Co		Bricks—Fire	
Advertising Specialties		Sargent and Co		Howard Company	
The H C Cook Co 32 Beaver St	Ansonia	The N N Hill Brass Co		Broaching	
Scovill Manufacturing Co (Made to Order)		Benching		The Hartford Special Machinery Co	
The Waterbury Button Co	Waterbury	Hartford Belting Co		Brooms—Brushes	
Aero Webbing Products		The Russell Mfg Co		The Fuller Brush Co	
Russell Mfg Co	Middletown	Benches		Buckles	
Air Compressors		The Charles Parker Co (piano)		The Hatheway Mfg Co (Dee Rings)	
The Spencer Turbine Co	Hartford	Bicycle Coaster Brakes		The Hawie Mfg Co	
Aircraft—Repair & Overhaul		New Departure Div General Motors Corp		The G E Prentice Mfg Co	
United Airports Div United Aircraft Corp	Hartford	Bicycle Sundries		John M Russell Mfg Co Inc	
Airplanes		New Departure Div General Motors Corp		B Schwanda & Sons	
Vought Sikorsky Aircraft, Div United Aircraft Corp	Stratford	Binders Board		The Patent Button Co	
Aluminum Castings		Colonial Board Company		The Waterbury Button Co	
Newton-New Haven Co 688 Third Avenue	West Haven	Biological Products		Buffing & Polishing Compositions	
Aluminum Forgings		Ernst Bischoff Company Inc		Apothecaries Hall Co	
Scovill Manufacturing Co (small)	Waterbury	Blocks		Lea Mfg Co	
Aluminum Goods		Blower Fans		Buffing Wheels	
Scovill Manufacturing Co (To Order)	Waterbury	The Spencer Turbine Co		The Williamsville Buff Mfg Co	
Aluminum—Sheets & Coils		Colonial Blower Company		Buttons	
United Smelting & Aluminum Co Inc	New Haven	Blower Systems		B Schwanda & Sons	
Ammunition		Boilers		The Patent Button Co	
Remington Arms Co Inc	Bridgeport	The Bigelow Co		Colt's Patent Fire Arms Mfg Co	
Artificial Leather		Bolts and Nuts		Scovill Manufacturing Co (uniform and tack fastened)	
Zapon Div, Atlas Powder Co	Stamford	Clark Brothers Bolt Co		The Waterbury Button Co	
Asbestos		The O K Tool Co Inc (T-Slot)		Cabinets	
Rockbestos Products Corp (insulated wire, cable and corals)		The Blake & Johnson Co (nuts, machine screw-bolts, stove)		The Charles Parker Co (medicine)	
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)		Bottle Bobbins		Cams	
The Wallace Barnes Co Div, Associated Spring Corp		Sonoco Products Co (Climax-Lowell Div)		The Hartford Special Machinery Co	
Assemblies, Small		Box Board		Carpet Lining	
Automatic Control Instruments		The Lydall & Foulds Paper Co		Palmer Brothers Co	
The Bristol Co (temperature, pressure, flow, humidity, time)	Waterbury	Boxes—Paper—Folding		Castings	
Automobile Accessories		Atlantic Carton Corp		The Charles Parker Co (gray iron)	
The Rostand Mfg Co (windshields, seats, and body hardware)	Milford	S Curtis & Son Inc		The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	
Automotive Friction Fabrics		M S Dowd Carton Co		The Gillette-Vibber Co (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	
The Russell Mfg Co	Middletown	Brake Lining		The Sessions Foundry Co (gray iron)	
Automotive & Service Station Equipment		Colt's Patent Fire Arms Mfg Co		John M Russell Mfg Co Inc (brass, bronze and aluminum)	
Scovill Manufacturing Co (Canned Oil Dispensers)	Waterbury	The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)		Malleable Iron Fittings Co (malleable iron and steel)	
Bakelite Moldings		Brass and Bronze		McLagon Foundry Co (gray iron)	
The Waterbury Button Co	Waterbury	The American Brass Co (sheet, wire rods, tubes)		Newton-New Haven Co (zinc and aluminum)	
Balls		The Bristol Brass Corp (sheet, wire, rods)		Philbrick-Booth & Spencer Inc (Grey Iron)	
The Abbott Ball Co (steel bearing and burnishing)	Hartford	Barrels		The Greist Mfg Co (white metal, slush, permanent moulds)	
Barrels		The Miller Co (Phosphor bronze in sheets, strips and rolls)		Scovill Manufacturing Co (brass and bronze)	
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	Bead Chain Mfg. Co.		Vanadium Metals Co (brass, bronze and aluminum)	
Barrels		The Thinsheet Metals Co (sheets and rolls)		Union Mfg Co (gray iron)	
The Abbott Ball Co (burnishing and tumbling)	Hartford	Centrifugal Blower Wheels		Wilcox Crittenden & Co Inc (gray iron and brass)	
Barrels		Chain		Castings—Permanent Mould	
The Hartford Steel Ball Co (tumbling)	Hartford	The Torrington Manufacturing Co		The Bradley & Hubbard Mfg Co (zinc and aluminum)	

IT'S MADE IN CONNECTICUT

—CONTINUED—

Chemicals		Electric Appliances		Scovill Manufacturing Co (non-ferrous)	
Apothecaries Hall Co	Waterbury	The Silex Co	80 Pliny St Hartford		Waterbury
MacDermid Incorporated	Waterbury	Electric Cables		Foundries	
American Cyanamid & Chemical Corp	Waterbury	Rockbestos Products Corp (asbestos insulated)	New Haven	Union Mfg. Co (gray iron)	New Britain
Chromium Plating		Electrical Conduit Fittings & Grounding		Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)	Middletown
Chromium Corp of America	Waterbury	Specialties		The Sessions Foundry Co (iron)	Bristol
Chucks & Face Plate Jaws		The Gillette-Vibber Company	New London	Foundry Riddles	
Union Mfg Co	New Britain	Electric Cords		The John P Smith Co	423-33 Chapel St New Haven
Clamps—Wood Workers		Rockbestos Products Corp (asbestos insulated)	New Haven	Rolock Inc (brass, galvanized, steel)	Southport
Sargent and Company	New Haven	Electric Eye Control		Furniture—Anodic Aluminum	
Clay		United Cinephone Corporation	Torrington	Warren McArthur Corporation	Bantam
Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven	Electric—Commutators & Segments		Furniture Pads	
Cleansing Compounds		The Cameron Elec Mfg Co (rewinding motors)	Ansonia	The Gilman Brothers Company	Gilman
MacDermid Incorporated	Waterbury	Electric Fixture Wire		Fuses	
Clutch—Friction		Rockbestos Products Corp (asbestos insulated)	New Haven	Colt's Patent Fire Arms Mfg Co	Hartford
The Carlyle Johnson Mach Co (Johnson Expanding Ring; Multiple Disc Maxitorq)	Manchester	Electric Heating Element & Units		Galvanizing & Electric Plating	
The Raybestos Div of Raybestos-Manhattan Inc (clutch facings—molded, woven, fabric, metallic)	Bridgeport	Rockbestos Products Corp (asbestos insulated)	New Haven	Malleable Iron Fittings Co	Brantford
Comfortables		Electric Panel Boards		Wilcox Crittenden & Co Inc	Middletown
Palmer Brothers Co	New London	The Plainville Electrical Products Co	Plainville	Gaskets	
Cones		Electric Wire		The Raybestos Div of Raybestos-Manhattan Inc	Bridgeport
Sonoco Products Co (Climax-Lowell Div) (Paper)	Mystic	Rockbestos Products Corp (asbestos insulated)	New Haven	Gauges	
Consulting Engineers		The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)	Hamden	The Bristol Co (pressure and vacuum—recording automatic control)	Waterbury
The Stanley P Rockwell Co Inc (Consulting)	296 Homestead Ave Hartford	Electrical Control Apparatus		Gears—Reverse & Reduction for Motor Boats	
Contract Manufacturers		The Trumbull Electric Mfg Co	Plainville	The Snow and Petrelli Mfg Co	New Haven
The Greist Mfg Co (metal parts and assemblies)	503 Blake St New Haven	Electrical Control Equipment		Gears and Gear Cutting	
Copper		Colt's Patent Fire Arms Mfg Co	Hartford	The Hartford Special Machinery Co	Hartford
The American Brass Co (sheet, wire, rods, tubes)	Waterbury	Electrical Recorders		Glass Coffee Makers	
The Bristol Brass Corp (sheet)	Bristol	The Bristol Co	Waterbury	The Silex Co	80 Pliny St Hartford
Scovill Manufacturing Co (pipe and service tubing)	Waterbury	Electrical Goods		Glass Cutters	
The Thinsheet Metals Co (sheets and rolls)	Waterbury	A C Gilbert Co	New Haven	The Fletcher Terry Co	Box 415, Forestville
Copper Sheets		Colt's Patent Fire Arms Mfg Co	Hartford	Golf Equipment	
The New Haven Copper Co	Seymour	Electrical Switches		The Horton Mfg Co (clubs, shafts, balls, bags)	Bristol
Copper Shingles		Colt's Patent Fire Arms Mfg Co	Hartford	Graphite Crucibles & Products	
Copper Water Tube		Electrotypes		American Crucible Co	Shelton
Bridgeport Brass Co	Bridgeport	W T Barnum & Co Inc (all classes)	New Haven	Greeting Cards	
Cork Cots		Elevators		A D Steinbach & Sons Inc	New Haven
Sonoco Products Co (Climax-Lowell Div)	Mystic	The Eastern Machinery Co (passenger and freight)	New Haven	Grinding	
Corrugated Box Manufacturers		General Elevator Service Co Inc (freight, passenger and residence)	Hartford	The Hartford Special Machinery Co (gears, threads, cams and splines)	Hartford
The Danbury Square Box Co	Danbury	Embalming Chemicals		Hardware	
Corrugated Shipping Cases		The Embalmers' Supply Co	Westport	Sargent and Co	New Haven
D L & D Container Corp	87 Shelton Ave New Haven	Engines		Wilcox Crittenden & Co Inc (marine heavy and industrial)	Middletown
Connecticut Corrugated Box Div Robert Gair Co Inc	Portland	Wolverine Motor Works Inc (diesel stationary marine)	Bridgeport	Hardware—Trailer Cabinet	
Cosmetics		Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft)	East Hartford	The Excelsior Hardware Co	Stamford
The J B Williams Co	Glastonbury	Envelopes		J H Sessions & Son	Bristol
Cotton Batting & Jute Batting		Curtis 1000 Inc	Hartford	Hat Machinery	
Palmer Brothers	New London	Extractors—Tap		Doran Brothers Inc	Danbury
Cotton and Jute Batting		The Walton Co	94 Allyn St Hartford	The E J Manville Machine Co	Waterbury
The Gilman Brothers Company	Gilman	Eyelets		Heat Treating	
Cotton Yarn		The Platt Bros & Co P O Box 1030	Waterbury	The A F Holden Co	200 Winchester St New Haven
The Floyd Cranska Co	Moosup	Scovill Manufacturing Co	Waterbury	The Bennett Metal Treating Co	1045 New Britain Ave Elmwood
Counting Devices		The Waterbury Button Co	Waterbury	The Stanley P Rockwell Co Inc	296 Homestead Ave Hartford
Veeder-Root Inc	Hartford	Fasteners—Slide & Snap		Heat-Treating Equipment	
Cutlery		The G E Prentice Mfg Co	New Britain	The A F Holden Co	200 Winchester St New Haven
Remington Arms Co Inc	Bridgeport	Sargent and Co	New Haven	The Stanley P Rockwell Co Inc (commercial)	296 Homestead Ave Hartford
Cut Stone		The Patent Button Co	Waterbury	The Wallace Barnes Co Div Associated Spring Corp	Bristol
The Dextone Co	New Haven	Scovill Manufacturing Co (snap)	Waterbury	Heating Apparatus	
Cutters		Felt		Crane Company	Bridgeport
The Standard Machinery Co (rotary board, single and duplex)	Mystic	American Felt Co	Glenville	Highway Guard Rail Hardware	
The O K Tool Co Inc (inserted tooth milling)	33 Hull St Shelton	The Waterbury Button Co	Waterbury	Malleable Iron Fittings Co	Brantford
Dictating Machines		Fibre Board		Hinges	
Dictaphone Corporation	Bridgeport	The C H Norton Co	North Westchester	Sargent and Company	New Haven
Die Castings		Finger Nail Clippers		Homor D Bronson Company	Beacon Falls
Newton-New Haven Co Inc	688 Third Ave West Haven	The H C Cook Co	32 Beaver St Ansonia	Hoists and Trolleys	
Dies		Firearms		Union Mfg Company	New Britain
The Hoggson & Pettis Mfg Co	141 Brewery St New Haven	Colt's Patent Fire Arms Mfg Co	Hartford	Hose Supporter Trimmings	
Die-Heads—Self-Opening		Remington Arms Co Inc	Bridgeport	The Hawie Mfg Co (So-Lo Grip Tabs)	Bridgeport
The Eastern Machine Screw Corp	Truman & Barclay Sts New Haven	Fire Hose		Hot Water Heaters	
The Geometric Tool Co	New Haven	Fabrics Fire Hose Co (municipal and industrial)	Sandy Hook	Petroleum Heat & Power Co (Instantaneous domestic oil burner)	Stamford
Dish Washing Machines		Fireplace Goods		Industrial Finishes	
Colt's Patent Fire Arms Mfg Co	Hartford	The John P Smith Co (screens)	423-33 Chapel St New Haven	Zapon Div Atlas Powder Co	Stamford
Draperies		The Rostand Mfg Co	Millford	Insecticides	
Palmer Brothers Co	New London	Fireproof Floor Joists		American Cyanamid & Chemical Corp	Waterbury
Drop Forgings		The Dextone Co	New Haven	Insulated Wire Cords & Cable	
Wilcox Crittenden & Co Inc	Middletown	Fishing Equipment		The Kerite Insulated Wire & Cable Co Inc	Seymour
The Blakeslee Forging Co	Plantsville	The Horton Mfg Co (reels, rods, lines)	Bristol	Japanning	
Atwater Mfg Co	Plantsville	Fishing Lines		J H Sessions & Son	Bristol
Edged Tools		The Bevin-Wilcox Line Co	East Hampton	Joining	
The Collins Co (axes and other edged tools)	Collinsville	Fishing Tackle		The Raybestos Div of Raybestos-Manhattan Inc (compressed sheet)	Bridgeport
Elastic Webbing		The H C Cook Co	32 Beaver St Ansonia	Jointing	
The Russell Mfg Co	Middletown	Flashlight Cases			
		Scovill Manufacturing Co (metal)	Waterbury		
		Forgings			
		Clark Brothers Bolt Co	Milldale		
		Heppenstall Co (all kinds and shapes)	Bridgeport		

IT'S MADE IN CONNECTICUT

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Key Blanks		Milk Bottle Carriers		Punches	
Sargent and Company	New Haven	The John P Smith Co 323-33 Chapel St	New Haven	The Hoggson & Pettis Mfg Co (ticket & cloth)	New Haven
The Graham Mfg Co	Derby			141 Brewery St	New Haven
Knit Goods		Millboard		Putty Softeners—Electrical	
American Hosiery Company	New Britain	The Raybestos Div of Raybestos-Manhattan	Bridgeport	The Fletcher Terry Co	Box 415 Forestville
Labels		Mill Supplies		Pyrometers	
J & J Cash Inc (Woven)	South Norwalk	Wilcox Crittenden & Co Inc	Middletown	The Bristol Co (recording and controlling)	Waterbury
Lacquers & Synthetic Enamels		Moulded Plastic Products		Radiation-Finned Copper	
Zapon Div Atlas Powder Co	Stamford	Colt's Patent Fire Arms Mfg Co	Hartford	The G & O Manufacturing Company	New Haven
Ladders		The Watertown Mfg Co 117 Echo	Lake Road Watertown		
A W Flint Co	196 Chapel St New Haven	Moulds		Railroad Equipment	
The Rostand Mfg Company (brass, colonial style & brass candlesticks)	Millford	The Hoggson & Pettis Mfg Co (steel)	141 Brewery St New Haven	The Rostand Mfg Co (baggage racks and mirrors for passenger cars)	Millford
The Greist Mfg Co (portable, office, floor, table and novelty)	503 Blake St New Haven	The Sessions Foundry Co. (heat resisting for non ferrous metals)	Bristol	Rayon Yarns	
Leather		Nickel Anodes		The Hartford Rayon Corp	Rocky Hill
Herman Roser & Sons Inc (Genuine Pigskin)	Glastonbury	Apothecaries Hall Co	Waterbury	Razors	
Leather Goods Trimmings		The Seymour Mfg Co	Seymour	Schick Dry Shaver Inc (electric)	Stamford
The G E Prentice Mfg Co	New Britain	Nickel Silver		Reamers	
Letterheads		The Seymour Mfg Co	Seymour	The O K Tool Co Inc (inserted tooth)	Shelton
Lehman Brothers Inc (designers, engravers, lithographers)	New Haven	Nuts Bolts and Washers		Recorders	
Lighting Equipment		Clark Brothers Bolt Co	Milldale	The Bristol Co (automatic controllers, temperature, pressure, flow, humidity)	Waterbury
The Miller Co (Miller, Duplexlite, Ivanhoe)	Meriden	Office Equipment		Refractories	
The Waterbury Button Co	Waterbury	Underwood Elliott Fisher Co	Hartford	Howard Company	New Haven
Locks		Oil Burners		Resistance Wire	
Sargent and Company	New Haven	Malleable Iron Fittings Co	Branford	The C O Jelliff Mfg Co (Nickel chromium, kanthal)	Southport
Locks—Cabinet		The Silent Glow Oil Burner Corp	Hartford	Retainers	
The Excelsior Hardware Co	Stamford	1477 Park St	Hartford	The Hartford Steel Ball Co (bicycle & automotive)	Hartford
Locks—Suit-case and Trimmings		Petroleum Heat & Power Co (domestic commercial and industrial)	Stamford	Reverse Gear—Marine	
The Excelsior Hardware Co	Stamford	Oil Burner Wick		The Carlyle Johnson Mach Co	Manchester
Locks—Trunk		The Raybestos Div of Raybestos-Manhattan	Bridgeport	Riveting Machines	
The Excelsior Hardware Co	Stamford	Oxygen		The Grant Mfg & Machine Co	Bridgeport
Locks—Zipper		Connecticut Gas Products Co Inc	Meriden	The Raybestos Div of Raybestos-Manhattan Inc (brake service equipment)	Bridgeport
The Excelsior Hardware Co	Stamford	Packing		Rivets	
Machine Work		The Raybestos Div of Raybestos-Manhattan	Bridgeport	Clark Brothers Bolt Co	Milldale
The Hartford Special Machinery Co (contract work only)	Hartford	Paints and Enamels		The Blake & Johnson Co (brass, copper and non-ferrous)	Waterville
The Torrington Manufacturing Co (special rolling mill machinery)	Torrington	The Tredennick Paint Mfg Co	Meriden	J H Sessions & Son	Bristol
Machinery		Paperboard		The Raybestos Div of Raybestos-Manhattan Inc (brass and aluminum tubular and solid copper)	Bridgeport
The Hallden Machine Company (mill)	Thomaston	Connecticut Corrugated Box Div Robert Gair Co Inc	Portland	The Raybestos Div of Raybestos-Manhattan Inc (iron)	Bridgeport
The Torrington Manufacturing Co. (mill)	Torrington	Paper Boxes		Rods	
The Standard Machinery Co (bookbinders)	Mystic	National Folding Box Co (folding)	New Haven	The Bristol Brass Corp (brass and bronze)	Bristol
Machinery Dealers & Rebuilders		The New Haven Pulp & Board Co	New Haven	Roof Coatings & Cements	
Botwinik Brothers	New Haven	Paper Clips		Tilo Roofing Co Inc	Stratford
Machines		Robertson Paper Box Co (folding)	Montville	Roofing—Built Up	
Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport	Paper Tubes and Cores		Tilo Roofing Co Inc	Stratford
The Patent Button Company	Waterbury	Sonoco Products Co (Climax-Lowell)	Div) Mystic	Rubber Chemicals	
Machines—Automatic		Parallel Tubes		The Stamford Rubber Supply Co ("Factice" Vulcanized Vegetable Oils)	Stamford
The A H Nilson Mach Co (Special)	Bridgeport	Sonoco Products Co (Climax-Lowell)	Div) Mystic	Rubberized Fabrics	
Machines—Forming		Pharmaceutical Specialties		The Duro-Gloss Rubber Co	New Haven
The A H Nilson Mach Co (four-slide wire and ribbon stock)	Bridgeport	Ernst Bischoff Company Inc	Ivoryton	Rubber Footwear	
Malleable Iron Castings		Phosphor Bronze		The Goodyear Rubber Co	Middletown
Malleable Iron Fittings Co	Branford	The Seymour Mfg Co	Seymour	United States Rubber Prod Inc (Keds, Kedettes, Gaytees, U S Royal Footwear)	Naugatuck
Marine Equipment		The Bristol Brass Corp (sheet)	Bristol	Rubbish Burners	
The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware)	Millford	Pipe		The John P Smith Co 423-33 Chapel St	New Haven
Wilcox Crittenden & Co Inc	Middletown	The American Brass Co (brass and copper)	Waterbury	Safety Fuses	
Marking Devices		Howard Co (cement well and chimney)	New Haven	The Ensign-Bickford Co (mining & detonating)	Simsbury
The Hoggson & Pettis Mfg Co	New Haven	Crane Company (fabricated)	Bridgeport	Scales—Industrial Dial	
Matrices		Bridgeport Brass Co (brass & copper)	Bridgeport	The Kron Company	Bridgeport
W T Barnum & Co Inc	New Haven	Scovill Manufacturing Co (copper, red brass and yellow brass)	Waterbury	Scissors	
Mattresses		Pipe Fittings		The Acme Shear Company	Bridgeport
Palmer Brothers Co	New London	Malleable Iron Fittings Co	Branford	Screw Machine Products	
Waterbury Mattress Co	Waterbury	Platers		The Blake & Johnson Co	Waterville
Metal Cleaners		The Patent Button Co	Waterbury	Centerless Grinding Works	Bridgeport
Apothecaries Hall Co	Waterbury	The Plainville Electro Plating Co	Plainville	19 Staple Street	Bridgeport
Metal Cleaning Machines		Platers—Chrome		The Eastern Machine Screw Corp	New Haven
Colt's Patent Fire Arms Mfg Co	Hartford	The Plainville Electro Plating Co	Plainville	Truman & Barclay St	Forestville
Metal Goods		Platers' Equipment		The Humason Mfg Co	Waterville
Bridgeport Brass Co (to order)	Bridgeport	MacDermid Incorporated	Waterbury	Screws	
Metal Novelties		Plumbers' Brass Goods		Sargent and Company	New Haven
The H C Cook Co	32 Beaver St Ansonia	Bridgeport Brass Co	Bridgeport	Clark Brothers Bolt Co	Milldale
The Waterbury Button Co	Waterbury	Scovill Manufacturing Co	Waterbury	The Charles Parker Co (wood)	Meriden
Metal Products—Stampings		Plumbing Specialties		Scovill Manufacturing Co (cap and machine)	Waterbury
J H Sessions & Son	Bristol	John M Russell Mfg Co Inc	Naugatuck	Scythes	
The Greist Mfg Co	503 Blake St New Haven	Pole Line		Winsted Manufacturing Co	Winsted
Scovill Manufacturing Co (Made to Order)	Waterbury	Malleable Iron Fittings Co	Branford	(Adv.)	
Metal Specialties		Polishing Wheels			
The Excelsior Hardware Co	Stamford	The Williamsville Buff Mfg Co	Danielson		
The G E Prentice Mfg Co	New Britain	Presses			
The Greist Mfg Co	503 Blake St New Haven	The Standard Machinery Co (plastic molding, embossing, and die cutting)	Mystic		
Metal Stampings		Propellers—Aircraft			
The Patent Button Co	Waterbury	Hamilton Standard Propellers Div United Aircraft Corp	East Hartford		
The Excelsior Hardware Co	Stamford	Propeller Fan Blades			
J H Sessions & Son	Bristol	The Torrington Manufacturing Co	Torrington		
The H C Cook Co	32 Beaver St Ansonia				
The Greist Mfg Co	503 Blake St New Haven				
The Waterbury Button Co	Waterbury				

IT'S MADE IN CONNECTICUT

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Sewing Machines			Stereotypes		
The Greist Mfg Co (Sewing machine attachments)	503 Blake St New Haven		W T Barnum & Co Inc	New Haven	
The Merrow Machine Co (Industrial)	2814 Laurel St Hartford		Stop Clocks, Electric		
Shaving Soaps			The H C Thompson Clock Co	Bristol	
The J B Williams Co	Glastonbury		Studio Couches		
Shears			Waterbury Mattress Co	Waterbury	
The Acme Shear Co (household)	Bridgeport		Switchboards		
Sheet Metal Products			Plainville Electrical Products Co	Plainville	
The American Brass Co (brass and copper)	Waterbury		Switchboards Wires and Cables		
Sheet Metal Stampings			Rockbestos Products Corp (asbestos insulated)	New Haven	
The American Buckle Co	West Haven		Switches		
The Patent Button Co	Waterbury		Colt's Patent Fire Arms Mfg Co	Hartford	
J H Sessions & Son	Bristol		Tableware—Stainless Steel		
Signals			International Silver Co	Meriden	
The H C Cook Co (for card files)	32 Beaver St Ansonia		Tanks		
Silks			The Bigelow Company (steel)	New Haven	
Cheney Brothers	South Manchester		Tape		
Silverware			The Russell Mfg Co	Middletown	
International Silver Co (tableware, nickel silver, silver plate and sterling)	Meriden		Tap Extractors		
Silverware—Hotel & Institutional			The Walton Co	94 Allyn St Hartford	
International Silver Co	Meriden		Taps, Collapsing		
Silverware—Plated Hollowware			The Geometric Tool Co	New Haven	
International Silver Co	Meriden		Tarred Lines		
Silverware—Sterling & Plated Trophies			Brownell & Co Inc	Moodus	
International Silver Co	Meriden		Telemetering Instruments		
Silverware—Sterling Silver Hollowware			The Bristol Co	Waterbury	
International Silver Co	Meriden		Textile Machinery		
Silverware—Tableware, Silver			The Merrow Machine Co	Hartford	
International Silver Co	Meriden		Textile Mill Supplies		
Silverware—Tableware, Silver Plate			Ernst Bischoff Company Inc	Ivoryton	
International Silver Co	Meriden		Thermometers		
Silverware—Tableware, Sterling			The Bristol Co (recording and automatic control)	Waterbury	
International Silver Co	Meriden		Thin Gauge Metals		
Sizing and Finishing Compounds			The Thinsheet Metals Co (plain or tinned in rolls)	Waterbury	
American Cyanamid & Chemical Corp	Waterbury		Thread		
Smoke Stacks			Max Pollack & Co Inc	Groton	
The Bigelow Company (steel)	New Haven		The American Thread Co	Willimantic	
Soap			The Gardiner Hall Jr Co (cotton sewing)	South Willington	
The J B Williams Co (industrial soaps, toilet soaps, shaving soaps)	Glastonbury		Threading Machines		
Special Parts			The Grant Mfg & Machine Co (double and automatic)	Bridgeport	
The Greist Mfg Co (small machined, especially precision stampings)	503 Blake St New Haven		Time Recorders		
Sponge Rubber			Stromberg Time Corp	Thomaston	
The Sponge Rubber Products Co	Derby		Timers, Interval		
Spreads			The H C Thompson Clock Co	Bristol	
Palmer Brothers Company	New London		Tinning		
Spring Units			Wilcox Crittenden & Co Inc	Middletown	
Owen Silent Spring Co Inc (mattresses and upholstery furniture)	Bridgeport		The Thinsheet Metals Co (non-ferrous metals in rolls)	Waterbury	
Spring Washers			Tools		
The Wallace Barnes Co Div Associated Spring Corp	Bristol		The Hoggson & Pettis Mfg Co (rubber workers)	New Haven	
Springs—Coil & Flat			141 Brewery St		
The Humason Mfg Co	Forestville		The O K Tool Co Inc (inserted tooth metal cutting)	33 Hull St Shelton	
The Wallace Barnes Co Div Associated Spring Corp	Bristol		Toys		
Spring Coiling Machines			A C Gilbert Company	New Haven	
The Torrington Manufacturing Co	Torrington		The Gong Bell Co	East Hampton	
Springs—Flat			The N N Hill Brass Co	East Hampton	
The Wallace Barnes Co Div Associated Spring Corp	Bristol		Trucks—Lift		
Springs—Furniture			The Excelsior Hardware Co	Stamford	
Owen Silent Spring Co Inc	Bridgeport		Trucks—Skid Platforms		
Springs—Wire			The Excelsior Hardware Co (lift)	Stamford	
The Wallace Barnes Co Div Associated Spring Corp	Bristol		Tube Clips		
Stair Pads			The H C Cook Co (for collapsible tubes)	Ansonia	
Palmer Brothers Company	New London		Tubing		
Stamps			The American Brass Co (brass and copper)	Waterbury	
The Hoggson & Pettis Mfg Co (steel)	New Haven		Scovill Manufacturing Co (copper alloys)	Waterbury	
Stampings—Small			Tubing—Condenser		
The Wallace Barnes Co Div Associated Spring Corp	Bristol		Scovill Manufacturing Co	Waterbury	
Staples			Typewriters		
Sargent and Company	New Haven		Underwood Elliott Fisher Co	Hartford	
Steel Castings			Typewriter Ribbons		
The Hartford Electric Steel Co (carbon and alloy steel)	540 Flatbush Ave Hartford		Underwood Elliott Fisher Co	Hartford	
Malleable Iron Fittings Co	Branford		Underclearer Rolls		
Nutmeg Crucible Steel Co	Branford		Sonoco Products Co (Climax-Lowell Div)	Mystic	
Steel—Cold Rolled Spring			Vacuum Cleaners		
The Wallace Barnes Co Div Associated Spring Corp	Bristol		The Spencer Turbine Co	Hartford	
Steel—Cold Rolled Stainless			Valves—Automatic Air		
Wallingford Steel Company	Wallingford		Beaton & Cadwell Mfg Co	New Britain	
Steel—Cold Rolled Strip and Sheets			Valves—Flush		
Wallingford Steel Company	Wallingford		Beaton & Cadwell Mfg Co	New Britain	
Steel Goods			Valves—Relief & Control		
Scovill Manufacturing Co (To Order)	Waterbury		Beaton & Cadwell Mfg Co	New Britain	
Venetian Blinds			Venietex Fabrics Co		
The Permatex Fabrics Co	Jewett City		Ventilating Systems		
Vises			Colonial Blower Company	Hartford	
The Charles Parker Co	Meriden		Washers		
Watches			The Blake & Johnson Co (brass, copper & non-ferrous)	Waterville	
Benrus Watch Co	30 Cherry St Waterbury		American Felt Co (felt)	Glenville	
Waterproof Dressings for Leather			Clark Brothers Bolt Co	Milldale	
The Viscol Company	Stamford		The Sessions Foundry Co (cast iron)	Bristol	
Webbing			I H Sessions & Son	Bristol	
The Russell Mfg Co	Middletown		The Raybestos Div of Raybestos-Manhattan Inc (clutch washers)	Bridgeport	
Welding Rods			Wicks		
The Bristol Brass Corp (brass & bronze)	Bristol		The Russell Mfg Co	Middletown	
Wire			The Raybestos Div of Raybestos-Manhattan Inc (oil burner wicks)	Bridgeport	
The Bristol Brass Corp (brass & bronze)	Bristol		Wire		
The Driscoll Wire Co (steel)	Shelton		The Atlantic Wire Co (steel)	Branford	
Hudson Wire Co Winsted Div (insulated & enameled magnet)	Winsted		The Platt Bros & Co (zinc wire)	Waterbury	
The Atlantic Wire Co (steel)	Branford		P O Box 1030		
Wire Arches and Trellis			Rockbestos Products Corp (asbestos insulated)	New Haven	
The John P Smith Co	423-33 Chapel St New Haven		Scovill Manufacturing Co (brass, bronze and nickel silver)	Waterbury	
Wire Baskets			Wire Cloth		
Rolock Inc (for acid, heat, degreasing)	Southport		The C O Jelliff Mfg Co (All metals, all meshes)	Southport	
Wire Cable			The John P Smith Co	New Haven	
The Bevin-Wilcox Line Co (braided)	East Hampton		Wire Drawing Dies		
Wire Cloth			The Waterbury Wire Die Co	Waterbury	
The C O Jelliff Mfg Co (All metals, all meshes)	Southport		Wire Dipping Baskets		
The John P Smith Co	423-33 Chapel St New Haven		The John P Smith Co	New Haven	
Wire Drawing Dies			Wire Forms		
The Waterbury Wire Die Co	Waterbury		The Humason Mfg Co	Forestville	
Wire Goods			The Wallace Barnes Co Div Associated Spring Corp	Bristol	
The Patent Button Co	Waterbury		Wire Mesh		
The American Buckle Co (overall trimmings)	West Haven		Rolock Inc (all meshes and metals)	Southport	
Scovill Manufacturing Co (To Order)	Waterbury		Wire Reels		
Wire Mesh			The A H Nilson Mach Co	Bridgeport	
Rolock Inc (all meshes and metals)	Southport		Wire Partitions		
Wire Reels			The John P Smith Co	New Haven	
The A H Nilson Mach Co	Bridgeport		Wire Rings		
Wire Partitions			The American Buckle Co (pan handles and tinner's trimmings)	West Haven	
The John P Smith Co	423-33 Chapel St New Haven		Woodwork		
Wire Rings			C H Dresser & Son Inc (Mfg all kinds of woodwork)	Hartford	
The American Buckle Co (pan handles and tinner's trimmings)	West Haven		Yarns		
Woodwork			The Ensign-Bickford Co (jute carpet)	Simsbury	
C H Dresser & Son Inc (Mfg all kinds of woodwork)	Hartford		Zinc		
Yarns			The Platt Bros & Co (ribbon, strip and wire)	Waterbury	
The Ensign-Bickford Co (jute carpet)	Simsbury		P O Box 1030		
Zinc			Zinc Castings		
The Platt Bros & Co (ribbon, strip and wire)	Waterbury		Newton-New Haven Co Inc	688 Third Ave West Haven (Adv't.)	

SERVICE SECTION

FOR SALE—RENT—WANTED

FOR SALE—One 1½-B Bliss Cam Double-Action Drawing Press. Recently overhauled. Good condition. S. E. 144.

FOR SALE—paper mill. 55,302 square feet floor area in 12 buildings of 1 to 3 stories. Heavy construction with plank on concrete floor. 12 foot ceiling height at eaves. 2 freight elevators. Wet return heat. Automatic Grinnell sprinkler. City fire protection. 440 volt power. 3 150-H.P. Boilers. Coal. City, river and clean pond water. No side track. One mile to freight house. Asking price \$40,000. Tax rate 25 mills. Address S. E. 146.

FOR SALE—Two large factory rooms, 41' x 24½' and two rooms 35' x 48' and two smaller rooms 11½' x 38½', wharf rights and riparian rights included; also office building 27' x 37' two and one-half stories, consisting of five rooms. S.E. 147.

FOR SALE—Thompson-Gibbs Type 6 AA, Serial No. 8295, Primary amps 53—KVA 23, 60 cycle, overload KVA 25.6, Butt Welders, bought in 1930. Also one set Primary coils ES-472 purchased in 1932. S.E. 148.

FOR SALE—One—No. 0, Improved Manvil Four-Slide, manufactured by the Woodbury Machine Company, practically new, never used on production. S.E. 149.

FOR SALE—Sand blasting machine, consisting of one type L Suction Cabinet No. 20192 with Sand Nozzles, pressure gauge and complete with stand, this equipment being manufactured by the American Foundry Equipment Co. of Chicago. Address S. E. 154.

FOR SALE—Heating equipment in good condition as follows: 1 Oil City Steel Fire Box Return Tubular Heating Boiler for 7,000 square feet cast iron radiation; Chicago Condensation Vacuum Heating System Pump with 220 volt, 3 phase, 60 cycle motor; 1 Ray Oil Burner (requires new motor) for above Boiler to burn No. 5 oil. Address S. E. 155.

CONTRACT FACILITIES—A Connecticut manufacturer has available men and machine hours on one New Britain Automatic Machine, Model 23, and on three Model 24 New Britain Automatic Machines. Can work to tolerances of 10/1000ths or less. For further details write to S. E. 156.

FOR SALE—One 200-ton Burroughs Hydraulic Semi-automatic Press Rodless with high and low pressure 3-stem operating valves. Platens 36" x 24", Die Space 36" x 16", Stroke 14", Opening between platens 35". Address S. E. 157.

FOR SALE—Generator No. 80893—Type MP. Class 4-65-875 Form H; Amp. 520; Speed 805 rpm; Volts No Load 110—Full Load 115; Made by General Electric Co.; Belt driven pulley 12" Dia. 20" Face. Also Clutch, Farrel Magnetic; 350 HP at 2.5 rpm; 110 volts DC; built by Farrel-Birmingham; complete with shaft and all control equipment. Address S. E. 158.

FOR SALE OR RENT—Metal-Turning Lathe, made by Pratt & Whitney; 5' bed; 9" swing; cone pulley drive; 1800 pounds in weight; good condition. Tapering attachment, but no extra gears for thread-cutting. Heavy weight attached to carriage to prevent jumping. Address S. E. 159.

FOR SALE—Approximately 1900 pounds of 1¼" wide x .010 hard hi brass in rolls. Address S. E. 160.

FOR SALE OR RENT—In commercial zone, 1/3 acre land on corner, with brick building 40 x 40, all enclosed with high Anchor wire fence, near railroad siding. Special price for quick sale. Address S. E. 161.

EMPLOYMENT

FACTORY MANAGER—with over 25 years experience in metal goods manufacturing, having had complete charge of production and management, seeks similar connection where his services would be of value. American born, age 48, married. Can furnish best of references. A personal interview solicited. Address P. W. 572.

ALERT TRAFFIC MAN is seeking association with a progressive company. Has been employed for the last five years by one of the largest shippers in the state. Address P. W. 583.

PRODUCTION EXECUTIVE and engineer seeks position in management capacity. Technical education, practical mechanical background, 18 years experience in industrial engineering and management on wide range of metal products, manufacturing processes and procedures, tools, equipment, production control, planning, time study, methods, cost reduction, purchasing, relations. Age 43, American. Address P. W. 588.

FINANCIAL AND MANAGERIAL EXECUTIVE. This man's performance included turning a \$150,000 loss into a \$150,000 profit in one year. By an unusual record in reducing credit losses from 5% to 1/20 of 1% while sales increased 125%. By establishing a sound

financial policy where a loose one previously existed. By building a cooperative spirit between the credit and sales department. By substantially reducing taxes. He is presently employed. Address P. W. 589.

MANAGEMENT ENGINEER. B.S. degree, M.I.T., age 42, experienced design, construction, management industrial plants. Built several deep-water oil terminals along Atlantic Coast. Was officer, on board of directors several oil companies. Manager one export company, president another when war stopped export activities. Desires steady industrial connection Connecticut. Address P. W. 590.

SALES ANALYST wants to work as staff assistant to director of sales where ability to analyze weaknesses in sales policies and the causes thereof, organize and manage a sales analysis department, and coordinate sales, accounting, and production operations can be profitably utilized. 43 years old, married, Harvard graduate, and Protestant. Address P. W. 591.

INDUSTRIAL EXECUTIVE ASSISTANT. Capable man of 47, qualified in sales management and distribution and administration of details in finances and housing. Not an engineer but has mechanical sense. Valuable executive assistant. Address P. W. 592. (A)

PERSONNEL DIRECTOR. Available at once. 18 years' experience, all ramifications, including management's negotiator collective bargaining conferences, and all other phases industrial labor relationship. Well known in diversified industrial center of southwestern Connecticut as an authority on labor problems. Excellent administrative ability. Address P. W. 593.

AVAILABLE—Services of capable, resourceful man qualified to sell or organize and direct salesmen. Familiar with sales, sales organization and sales management as well as direct mail advertising. Employed at present but desire change for best of reasons. Married. Protestant. Small salary and commission arrangement desired. P. W. 594.

LABOR RELATIONS MAN—Age 32. Four years with government agency concerned with labor problems. Thorough knowledge all phases employer-employee relationship in Connecticut industry. Statistical analysis, personnel techniques, payroll taxation. College graduate. Some legal training. Publicity experience. Address P. W. 595 (JJ&A).

EXECUTIVE—Experienced in general management. Sound background with good training in problems of organization, labor relations, public relations, costs and budgetary control. References and sources of information from responsible persons. An opportunity to demonstrate ability more important than monetary consideration. Available immediately. Address P. W. 596.

ACCOUNTANT-AUDITOR. Age 34, married. Thirteen years cost, public and general accounting and auditing experience. Thoroughly trained. Complete knowledge and experience of all federal taxes, Connecticut excise tax, etc. Location immaterial. Address P. W. 597.

SEASONED executive who worked his way from stock clerk to President of his company which handled sales up to \$1,000,000 annually. In his varying capacities he directed all company sales at one time, and in another all purchasing activities, and in still another directed all production work including the installation of incentive and time study systems. He seeks an opportunity to apply his capacities to another Connecticut or New England concern. Address P. W. 598.

ACCOUNTANT—executive experience in factory and general accounting capable of filling treasurer, controller and accounting positions. Ten years experience in cost accounting, budgeting control, general and private ledger, also tax returns. Especially proficient in the handling of employees. Address P. W. 599.

PLANT MANAGER—SUPERINTENDENT—American; 53; not a graduate but a thoroughly experienced engineer; mechanic and manufacturing executive. Pressed and deep drawn metal stampings; screw machine products; castings; die forgings; cold headed products; dies; tools; fixtures. Records of efficiency; cost results; labor relations, and references submitted to principals. Address P. W. 600.

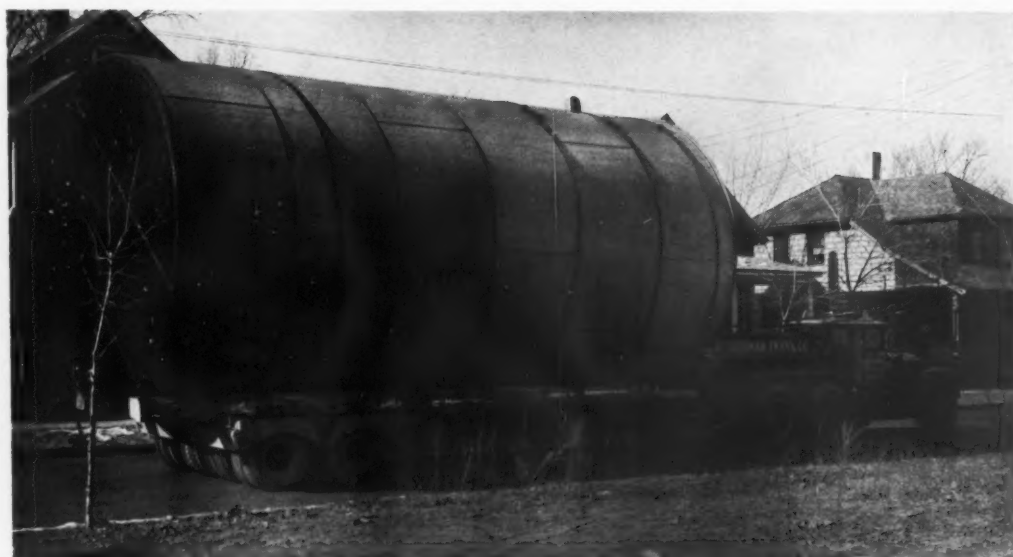
COST ACCOUNTANT—Capable of organization, management and marketing. Wide experience in accounting. Address P. W. 601.

PERSONNEL—Personnel work desired by college graduate 26. Above average mechanical ability. Five years successful sales experience and some supervisory work. Address P. W. 602.

EXECUTIVE with more than 20 years experience with two large textile corporations, both of which he managed, now seeks new connection because of recent liquidation of the second corporation, which he brought from red figures into black. He is not so much interested in salary at the start as in an opportunity to prove his management abilities with a new organization. Address P. W. 603.

A RESPONSIBLE BUSINESS and sales executive who has discontinued his business due to conditions resulting from the war, is interested in actively affiliating as a partner in a new or established business requiring additional capital and capable services. Will invest up to \$25,000. Address P. W. 604.

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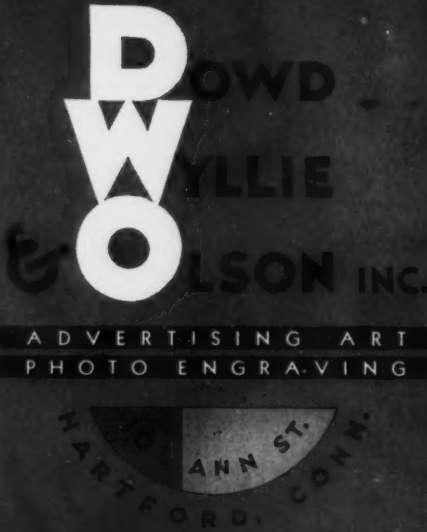
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